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Toronto as Host to the 100th Anniversary Olympics

A Feasibility Study

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The Olympic Games are a great festival of the youth of the world, the social, educational, aesthetic and moral sides of which must be emphasized...(The Olympic Charter, 1985)

Toronto, which means "meeting place" in the language of our native people, is an excellent city for the International Olympic Committee (I.O.C.) to host the 100th anniversary of the Modern Olympic Games and in which to launch its next 100 years.

Everyone around the world has a relative in Toronto. Torontonians have encouraged all cultures to protect their identity creating a cosmopolitan, warm and culturally aware citizenry.

The City of Toronto is ready to support the founder of the Modern Olympic Games, Baron de Coubertin and his ideals by organizing an event that will "build bridges between people" around the world.

The Toronto/Ontario Olympic Council (T.O.O.C.) is the organization mandated with the responsibilities of:

- securing the vote from the Canadian Olympic Association (C.O.A.) in February 1987 which entitles the City of Toronto to go forward to the International Olympic Committee
- securing the vote of the International Olympic Committee in 1990 which names the City of Toronto as the host city
- developing a bid process for both of the above that leaves a legacy for the City of Toronto and the sport community

TOOC and the City of Toronto are committed to hosting a Games in which all participants are applauded, all nations are welcomed – a Games that is truly a World Festival. The Games will culminate four years of athletic and cultural celebration in the City of Toronto, the meeting place for the World.
All levels of government, the private sector and the communications industry recognize the commitment they are making in supporting the bid process and the 1996 Olympic Games. The 1996 Olympic Games in the City of Toronto will be financially secure and leave a legacy which will be applied

"to the promotion of the Olympic Movement and/or to the development of sport."
(Olympic Charter, 1985)

Paul Henderson

Chairman
Toronto/Ontario
Olympic Council

Toronto as Host to the 100th Anniversary Olympics

A Feasibility Study

Prepared for the
Toronto/Ontario Olympic Council

By
Cresap, McCormick and Paget/Barnard
Management Consultants

In Association with
Christopher Lang & Associates Limited
Architects Crang and Boake Inc.

August, 1986

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August 18, 1986

12226-001

Mr. Paul Henderson
Chairman
Toronto/Ontario Olympic Council
c/o R.G. Henderson and Sons Limited
1 Thorncliffe Park Drive
Toronto, Ontario
M4H 1G9

Dear Mr. Henderson:

We are pleased to submit the feasibility study on the potential of Toronto hosting the 1996 Games of the XXVI Olympiad. Occurring on the 100th anniversary of the modern Olympic movement, these Games will be a unique historic event. The study was commissioned by the Toronto/Ontario Olympic Council (TOOC) in June with the primary purpose of providing political and corporate leaders with an objective assessment of the chances of obtaining the Games, their impacts on Toronto and Ontario, and possible approaches to financing and managing the process up to and including the staging of the event itself.

Before presenting our report, we would like to review the following: (1) the circumstances leading up to this study and intended next steps; (2) our terms of reference, which detail the scope of the feasibility study; (3) the organization of this report.

THE ORIGINS OF TOOC

Early in 1985, a small group of former Olympians and interested sportsmen, headed by yourself, conceived the idea of organizing a bid by Toronto for the 1996 Olympics. While the idea was not new (Toronto bid and lost to Montreal for the 1976 Olympics and also lost a bid to the COA in 1940), the time seemed right. Toronto is now increasingly recognized as a world-class city, with the facilities and the overall capability to host the Games. There appears to be a latent interest on the part of citizens, politicians and business leaders in demonstrating the region's unique qualities to the world. What better way to do this the group felt than to stage the world's premier event.

The Toronto/Ontario Olympic Council (TOOC) was formed as a non-profit corporation in June 1986. The name was chosen with the recognition that the Games venues would be located not only in the City of Toronto, but also in other Metro municipalities and elsewhere in Southern Ontario. Thus, while the Games would be promoted as the "Toronto Olympics", they would clearly need to have widespread political, citizen and corporate support in Southern Ontario. You personally solicited contributions from civic-minded corporations to support the first stage of the bidding process. Not only has the corporate interest been excellent, but there has been active political and media support for the idea.

THE BIDDING PROCESS FOR THE OLYMPICS

Before any city hosts the Olympics, it must go through three distinct stages:

1. It applies to its National Olympic Committee (NOC) - in Canada the Canadian Olympic Association (COA) - to be nominated as its country's bidder for a specific Games. If other cities apply, then a competition is held before a city is chosen or, alternatively, the NOC may decide not to nominate a city. The COA will make its decision on a Toronto bid, and any other competing bids late this year or early next.

   In late May, the Mayor of Toronto wrote to the COA to express the City's interest in exploring the possibility of hosting the 1996 Games and, in turn, the COA put in motion the requisite process. Toronto must officially indicate its desire to submit a bid to the COA by September 1, 1986. This bid would be organized by TOOC with support provided by City and Metro politicians and staff who have organized a resource committee, as well as sports officials.

CMP/BARNARD

2. The nominated city, with the support of its NOC, enters a world-wide competition to win the award of the Games by the International Olympic Committee (IOC). This stage involves extensive studies and lobbying of IOC delegates and rigorous official inspections by three separate commissions comprising: (1) IOC members; (2) International Sports Federation representatives; (3) NOC representatives. This stage is normally spearheaded by a tight-knit group with strong local support. The IOC's decision is made six years prior to the Games (i.e., in Toronto's case, in Tokyo, Japan in October 1990).

3. The chosen city mounts a major organizing effort in preparation for the Games, usually held in July or August. A legally constituted Organizing Committee must be established by the host city, in conjunction with the NOC, and it must abide by the extensive body of IOC rules that govern how the Games must be staged. In parallel with the Games themselves, a major cultural festival must be organized.

THE NEED FOR A FEASIBILITY STUDY

The COA bid will need to be officially submitted by a municipality and should contain letters of support from other local, regional and provincial governments involved. In considering the matter, TOOC commissioned, at its own expense, a feasibility study to explain all the implications of bidding for, and hosting, the Games as an input to the decision-making of City Council and other political bodies. Given the September 1st COA deadline, the study had to be completed in six to eight weeks.

TOOC developed a Terms of Reference for the feasibility study that focused on answering three main questions:

- Could Toronto win the IOC vote? Could a persuasive argument be made in competition with other cities around the world for perhaps the most prestigious Olympics in history? The study needed to review existing possible venues for all the sports, identify the new facilities required and consider the financial implications. As important would be a similar assessment of facilities for the parallel cultural festival. It also had to assess the qualities of Toronto's supporting infrastructure and services. Finally, an assessment had to be made of Toronto's chances of winning against likely competitors.

- What would be the social and economic impacts of hosting the Games? What would be the benefits and other impacts on Toronto and Ontario? The study was to look at all these impacts, quantify them where possible and discuss appropriate guiding principles based on lessons learned from past Olympiads. Of particular importance was the development of a preliminary financial plan to illustrate how the Games could be staged based on the successful Los Angeles experience.

- What would be the plan of action from here on? What are the organizational and budgetary implications of each of the three stages? The study was to develop a plan for each and explain the approach to be used in sufficient detail to provide a broad understanding of the process.

TOOC received proposals from interested consulting firms and, after careful evaluation, our firm was selected. The work in this report was completed with the assistance of Christopher Lang and Associates Ltd., a nationally respected firm specializing in sports marketing consulting, and the well-known Toronto architectural firm, Architects Crang and Boake Inc. TOOC was particularly insistent that the study not be a sales pitch for the bid, but rather an objective assessment, by an outside group of experts, of all the issues involved.

OUR APPROACH TO THE STUDY

With the short time available for such a major and complicated study, we had to rely heavily on the experience of senior members of TOOC and the sports community, previous Olympics, as well as our own and Christopher Lang's past assignments in connection with the Montreal, Lake Placid and Calgary Games. Briefly, the work involved:

- Reviewing documented experience of past Olympics, which included a review of the Los Angeles Games, aided by our office in that city.

- Assessing current plans for the 1988 Games in Calgary and Seoul.

- Reviewing the bids by cities for the 1992 Summer Games, including a review of the Birmingham bid by our London office, and examination of the Paris and Barcelona bids.

- Obtaining data from a wide variety of sources on venues and facilities in the Toronto area, as well as economic and social data to help quantify potential impacts.

- Interviewing civic, provincial, federal and private sector individuals knowledgeable about certain key aspects of the work (see Appendix A for a list of persons contacted). We are particularly indebted to these individuals for their assistance, including the Resources Group of senior City and Metro officials appointed to liaise with us.

OUTLINE OF THIS REPORT

The report comprises an Executive Summary and six chapters, plus supporting appendices:

1. The Olympic Games discusses the background of the Olympic movement, the issues it faces and the broad implications of hosting the Games.
2. Toronto as an Olympic Host City reviews the IOC's requirements and shows how Toronto ranks with past host cities.
3. Toronto's Olympic Venues identifies the potential sites for each Olympic event, including training facilities, as well as the principal venues for the cultural festival. New facilities required are identified, and estimates are established for the capital costs involved.
4. Financing the Toronto Olympic Games reviews the lessons learned from previous Games before presenting a financial strategy and projections for the 1996 Games.
5. Impacts on Toronto and Ontario presents an assessment of the social and economic impacts of the Games.
6. Managing the Next Steps discusses how the bidding process should be organized, assesses Toronto's prospects of winning the IOC bid and describes several management principles for subsequent stages.

The Appendices provide extensive backup material supporting conclusions reached in various chapters.

* * * * *

The following is our report. In the short time available, it has certainly been a challenging assignment. We are, however, confident that it represents a broad and objective assessment of the implications of a Toronto bid for the 1996 Olympic Games. We are, of course, available to answer any questions concerning the work presented in the report.

Respectfully submitted,

Cresap, McCormick and Paget/Barnard

Cresap, McCormick and Paget/Barnard

cc: Architects Crang and Boake Inc.
Christopher Lang and Associates Ltd.

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TOOC wishes to express its appreciation to these public-spirited corporations for their generous assistance.

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PART I - REPORT

EXECUTIVE SUMMARY

The Summer Olympic Games have become the most significant recurring event of our time. The Games are the world's premiere sporting endeavour, bringing together thousands of athletes from up to 150 countries every four years for two weeks of the most intensive competition possible. The Games are also a world cultural festival, embracing all of the arts and providing a forum for national and international artists to demonstrate their excellence. When the Games take place, the entire world takes note, focusing attention both on the events themselves and on the host city and surrounding region as well.

Together, Toronto and Southern Ontario would be capable of hosting the 1996 Summer Olympics, which will mark the 100th anniversary of the Games. However, making a bid to stage the Olympic Games, first to the Canadian Olympic Association and then to the International Olympic Committee, is a complex process, requiring a major commitment of effort and resources. Before making the decision, four fundamental questions must be addressed:

- What are Toronto's chances of winning the bid to stage the 1996 Olympics?
- What would be the financial implications of staging the Games?
- What would be the impacts on Toronto and Southern Ontario?
- How should the bidding process be organized?

This feasibility study has been designed to answer these questions. Its conclusions can be summarized as follows:

TORONTO HAS AN EXCELLENT CHANCE OF WINNING THE BID

Toronto has the right mix of characteristics required of a host city for the Olympic Games.

- As Canada's largest city, Toronto is a major commercial centre and has North America's second largest concentration of cultural and entertainment activity. Noted for its high-quality urban environment, it is also Canada's number one tourist destination.

EXHIBIT 1

ACCEPTABLE VENUES EXIST

Sport/Event	Possible Venue	Location
Opening & Closing Ceremonies	Domed Stadium	Toronto
Archery	E.T. Seton Park	N. York/E. York
Athletics	Exhibition Stadium	Toronto
Badminton	Varsity Arena	Toronto
Basketball	Copps Coliseum	Hamilton
Boxing	Proposed Convention Centre	Scarborough
Canoeing	Royal Canadian Henley Course	St. Catharines
Cycling	New Olympic Velodrome	Hamilton/Oakville
Cycling Road Racing		Hamilton/Oakville
Equestrian	Woodbine Racetrack	Etobicoke
Equestrian 3 Day Event	Joker's Hill	King City
Fencing	Thompson Arena Univ. of Western Ontario	London
Football	Exhibition Stadium	Toronto
Gymnastics/Rhythmic Gymastics	Domed Stadium	Toronto
Handball	Coliseum, Exhibition Place	Toronto
Hockey (Men's)	Ivor Wynne Stadium	Hamilton
Hockey (Women's)	Lamport Stadium	Toronto
Judo	London Gardens	London
Modern Pentathlon	Etobicoke Olympium, Centennial Park & Woodbine Racetrack	Etobicoke
Rowing	Royal Canadian Henley Course	St. Catharines
Shooting	CFB Borden	Barrie
Swimming/Diving	New Olympic Complex	Toronto
Synchronized Swimming/ Water Polo	Etobicoke Olympium	Etobicoke
Table Tennis	Automotive Building, CNE	Toronto
Tennis	National Tennis Centre, York University	North York
Volleyball	Maple Leaf Gardens	Toronto
Weightlifting	O'Keefe Centre	Toronto
Wrestling	Kitchener Memorial Auditorium	Kitchener
Yachting	Portsmouth Olympic Harbour	Kingston
Demonstration Sports		
Special Olympics - Athletics	Exhibition Stadium	Toronto
Special Olympics - Swimming	New Olympic Complex	Toronto
Olympics for the Disabled - Athletics	Exhibition Stadium	Toronto
Olympics for the Disabled - Swimming	New Olympic Stadium	Toronto
Baseball	Domed Stadium Durham Fields	Toronto Oshawa
Board Sailing	Georgian Bay	Collingwood
Lacrosse	Wayne Gretzky Arena Playing Fields	Brantford Six Nations Reserve
Softball	Municipal Ballparks	Southern Ontario
Squash	Local Clubs	Metro Toronto
Waterskiing	Long Pond	Toronto Islands

- The Toronto area possesses the infrastructure needed to stage the Summer Games: extensive accommodation facilities, an efficient, internal transportation system, ready access from the rest of the world (served by 56 airlines) and a top-rated communications capability.

- Most importantly, Toronto is a place that lives the Olympic Ideal. It is a home for people from many nations who live in harmony and mutual respect. Interest and participation in sports and fitness activities are high, and Toronto-area athletes have formed a major percentage of Canadian Olympic team members. High levels of involvement in arts and cultural activities would also strongly support the world cultural festival associated with the Games.

Toronto and Southern Ontario can provide acceptable venues for all Olympic sports, as well as for possible demonstration sports (Exhibit 1).

- The venues concept has been based on the maximum use of existing or temporary facilities and primarily focused on Toronto, but also including other Southern Ontario municipalities. The new facilities that would be required have been located and planned to achieve greatest residual, or on-going, benefit and to enhance their attractiveness for private sector financing.

- While subject to change in the future, the proposed venues have been selected to demonstrate the feasibility of hosting the Games and for developing necessary budget estimates. Venue highlights are as follows:

    - Primary use would be made of existing facilities in the City of Toronto and other Metro municipalities. However, specific sports could be located in Hamilton, St. Catharines, Burlington/Oakville, London, Kingston, Barrie and Kitchener/Waterloo, with alternate locations for official events or demonstration sports in Mississauga, Guelph, Sudbury, Ottawa, Collingwood, Brantford and Oshawa.

    - The new domed stadium could be used for the Opening and Closing Ceremonies, for gymnastics and, potentially, for the finals of several other sports.

- Temporary upgrading of Exhibition Stadium could provide a 100,000-seat Stadium to house track and field events and soccer finals. Included would be a building housing revenue-generating corporate boxes that, after the Games, could be converted into both offices and an Olympic museum/audio-visual facility to complement nearby Ontario Place. The combination of the office complex, stands and track and field facilities could become a centre for amateur sport in Ontario.
- New facilities would be required for swimming and cycling, but exciting re-use and corporate sponsorship potential exist in both areas.

Villages for athletes, officials and media representatives could be readily provided, and ample cultural event venues exist.

- Athletes could be accommodated at York University, officials at the University of Toronto, and the media in a new downtown development near the Convention Centre, which would be the hub of communications activities during the Games. After the Olympics, the added accommodation facilities could be turned into much-needed housing units.
- Good venues for the world cultural festival are available, both in Toronto and other Southern Ontario locations.

Toronto is competitive with other possible contenders for the 1996 Olympics.

- Based on the customary pattern of rotation, 1996 will be North America's turn to host the Olympics, after Korea in 1988 and the anticipated European location in 1992.
- Toronto is well-positioned in the North American marketplace for the generation of significant broadcast revenues arising from the Games.
- An objective analysis using general IOC criteria shows Toronto ranking very well against other potential host cities for the 1996 Olympics.

EXHIBIT 2

PRELIMINARY COST AND REVENUE PROJECTIONS

(millions of 1986 Canadian Dollars)

CATEGORY	Toronto 1996 Conservative	Optimistic
REVENUES:		
Admission Tickets	135	160
Broadcast Rights	450	550
Corporate Sponsorship	120	150
Olympic Lottery	50	60
Coins and Stamps	60	70
Other Revenues	75	85
Interest on Investments	25	35
TOTAL REVENUES	915	1,110
EXPENSES:		
Net Capital Costs	165	140
Operating Costs:		
Office Admin./Personnel	153	130
Venues	39	33
Olympic Villages	37	31
Technology	33	28
Ticketing	27	23
Transportation	15	13
Food	17	15
Ceremonies	12	10
COA Payment	50	43
IOC Payments	72	88 +
Other	189	161
Contingency	50	50
Total Operating Expenses	694	624
TOTAL EXPENSES	859	764
NET REVENUE (DEFICIT)	56	346

+ IOC payments are tied to broadcasting revenues so increase under the optimistic scenario.

SOURCE: Study team estimates.

A TORONTO/ONTARIO OLYMPICS CAN BE SUCCESSFULLY FINANCED

The financial strategy should be based on lessons learned from past Olympics, especially the 1984 Los Angeles Games.

- Minimize capital expenditures by using existing or temporary facilities and, when new facilities are required, maximize their potential for capital recovery (through sale or lease after the Games) or for corporate sponsorship.
- Design revenue-generating programs that appeal to the needs of corporations, and develop a broadcast rights strategy to maximize revenues from that source.
- Focus government support on services normally provided by the public sector, together with the financial guarantees required by the IOC. Any further public funding should be justifiable under normal government terms.

Conservative analysis indicates a better-than-breakeven financial picture for a Toronto/Ontario Games, with potential for a significant financial cushion.

- Revenue and expense estimates (Exhibit 2) have been developed after careful analysis of final figures from the Los Angeles and Montreal Games, adjusted to reflect changed circumstances.
- Total revenues of almost $1 billion could be achieved through careful attention to approaches for maximizing broadcast rights, corporate funding and ticket revenues (while still providing accessibility to various economic groups). Government-supported revenues are limited to an Olympic lottery, coin and stamp programs, additional support services and back-up financial guarantees.
- Both capital and operating expenses could be controlled to yield an overall profit that could be used to support on-going use of the facilities and the furtherance of amateur sport.

THE IMPACTS OF THE GAMES WOULD BE HIGHLY BENEFICIAL FOR TORONTO AND SOUTHERN ONTARIO

The economic and employment benefits would be substantial:

- An estimated $1.9 billion in short-term economic impacts from both the preparatory stages and visitor expenditures during the Games.

EXHIBIT 3

OVERALL PROCESS INVOLVES THREE MAIN STAGES

I — GETTING COA APPROVAL (8 MONTHS, to MAR. '87)

- Getting key parties interested:
  - Toronto
  - Province
  - Federal government
  - Initial business funders
- Securing Municipal, Provincial and Federal agreement agreement to COA application
- Obtaining letters of support
- Preparing required COA submission
- Obtaining COA approval at March '87 Meeting
- Planning next stage
- Monitoring IOC Lausanne meeting in October re: selection approach

II — SELLING THE IOC (43 MONTHS, MAR. '87 to OCT. '90)

A) Laying the Groundwork

- Getting committed support from key groups (develop strategy for dealing with each:
  - City Council
  - Province
  - Federal government
  - Other host locations
  - Citizens
  - Community groups
  - Business funders
- Preparing detailed plans:
  - Overall strategy and policies
  - Cost/Benefit studies
  - Organizational approach
  - Games siting, facilities, programs
  - IOC sales approach
- Letting IOC know Toronto's interest
  - Develop strategies for dealing with/ scaring off competitors
- Detailed planning for next stages
- Organizing a strong presence at Calgary and Seoul Games (Feb. & Sept. '88)

B) Persuading the IOC

- Responding to IOC questionnaires
- Receiving IOC delegations
- Maintaining and broadening committed support
- Refining plans
- Starting to generate revenues
- Lobbying IOC members
- Preparing formal submission to IOC
- Making formal presentation at IOC Tokyo meeting in October 1990

III — ORGANIZING FOR THE GAMES (70 MONTHS, OCT. '90 to SUMMER '96)

- Planning for the '96 Games

*

THE 100th ANNIVERSARY OLYMPICS

- Over 30,000 person-years of direct employment up to the completion of the Games.
- Total revenues to government through sales and income taxes of over $160 million.
- Long-term positive economic impacts on the region through increased tourism, business activity and investment generated by the worldwide attention on Toronto.

There would also be many social and cultural benefits:

- Preparatory phases prior to the Games would provide an exciting period of cooperation between all cultural groups and geographic areas; the Olympics would also enhance volunteerism and community spirit.
- The world cultural festival, which could be designed to start before and end after the Games themselves (and could take place throughout much of the four-year Olympiad), would provide entertainment, artistic recognition and the enhancement of cultural activities for years to come.
- Proper planning can overcome potential problems such as residential displacement, lowering of normal services and lower Games accessibility for some groups in society.
- A legacy of new and improved sports facilities would be of ongoing benefit to amateur sport and the general public.

TORONTO'S BID FOR THE 1996 OLYMPIC GAMES WOULD HAVE TO BE CAREFULLY ORGANIZED

Each stage in the bidding process requires a different emphasis (Exhibit 3).

- The COA-approval stage focuses on developing government and corporate support for the bid and preparing the necessary submissions. Budget levels are in the $400,000 range for the work required.
- The IOC-approval stage divides into two phases:
  - a low-key phase up to, and including, the time of the 1988 Games that would emphasize laying the groundwork and maintaining local support;

- a more intensive phase, involving interaction with the IOC and its delegates and culminating in the decision on the 1996 Games venue at the Tokyo IOC meeting in October 1990.

Budget requirements for this stage are $5-$10 million.

- The final stage, upon Toronto being awarded the Games, would be the planning and preparation for the actual celebration of the Games and the world cultural festival.

Different organizations are needed for the bidding and organizing stages.

- TOOC will be the organization charged with winning the COA and IOC bids. Assuming IOC endorsation is obtained in 1990, a new organization would have to be established to carry out the quite different job of organizing and staging the Games.

- To ensure accountability to key sponsoring groups, TOOC should establish government, corporate and community patron groups and develop an active program to ensure that the interests of all parties are taken into account.

Several principles should guide the management of all aspects of the process.

- The 1996 Summer Olympic Games will be more than just two weeks of athletic events; they will also mark the 100th anniversary of the Modern Olympic movement and include a world cultural festival. They will be a focus for private and public sector activity and a unique opportunity to focus world attention on Toronto, Ontario and Canada. In the long run, they would be a legacy and something for all of Southern Ontario to celebrate.

- The main theme of Toronto's bid will be that Toronto is the model city for the next 100 years of the Olympic Movement. Toronto reflects the Olympic Ideal by combining athletic participation with cultural excellence, its people reflect the Olympic's multi-cultural heritage, the city and surrounding area are regarded as a model for the future, and Toronto and Canada have the type of economy and political system that can manage an imaginative and successful Games.

- Four guidelines must be emphasized for the bidding process:
    - TOOC must seek unanimous government support; the COA and the IOC will scrutinize every vote taken at crucial times by politicians.
    - The bidding process should be organized and run to achieve positive benefits for the Toronto region and the sponsoring organizations.
    - The strategy should not involve negative assessments of competing cities; the bid should be solely focused on the virtues of Toronto and its surrounding region.
    - Each step should be taken one at a time: first the COA, then IOC approval. Above all, flexibility must be maintained for responding to changing circumstances.

* * * * *

IN CONCLUSION

Toronto has an excellent chance of winning a bid to the IOC for the 1996 Olympic Games, if it decides to enter the bidding process. Hosting the Games would involve a major effort by all sectors, but the rewards would be significant. With an appropriate strategy and proper planning, the net economic and social benefits would be substantial: over one billion dollars in economic impacts and a positive experience of a lifetime for the residents of Toronto and Southern Ontario. Conservative financial projections show that the Games could be staged on a better-than-breakeven basis, with significant potential for a major profit. A plan for managing the bidding process is available, indicating significant benefits to all levels of government, as well as maximizing the chances of Toronto being awarded the 1996 Games by the IOC in 1990.

I-THE OLYMPIC GAMES

I - THE OLYMPIC GAMES

The Olympic Games represent a continuing affirmation of humanity and athletic achievement, and cities that host the Games are provided with a rare opportunity to serve the world as they can in no other way and, in turn, to benefit enormously - socially, culturally, financially. Before considering the feasibility of hosting the 1996 Olympics in Toronto, it is important to understand the Games as they have evolved historically and the ideals that the Olympics promote. In this chapter, we present a short synopsis of the modern Olympic Movement and a summary of the implications and impacts of being a host city.

THE MODERN OLYMPIC MOVEMENT

The modern Olympic Movement is less than 100 years old, but remains based on the ideals of the Olympic Games of Ancient Greece. The modern Games have developed into a major world event with regular participation by over 100 countries and thousands of athletes. The staging of the Games and the Olympic Movement overall are controlled by the International Olympic Committee, which is based in Lausanne, Switzerland.

Modern Olympics Founded in 1896

The Olympic Games were first recorded in Greece in 776 B.C. Every four years, a single event (192-metre run) was held lasting just one day. After evolving into a popular five-day multi-sport event that symbolized the glory of ancient Greece, the Olympic Games were outlawed by the Roman Emperor in 393 A.D. and subsequently died out completely.

The French government, assisted by Baron Pierre de Coubertin, initiated the first modern Olympiad in Athens, Greece in April 1896. Attended by representatives of thirteen countries, comprising 311 competitors, these Games featured numerous events, including track and field, tennis, cycling, shooting, discus throwing and a marathon.

EXHIBIT I.1

THE SPORTS OF THE SUMMER OLYMPIC GAMES

- Archery
- Athletics
- Badminton
- Basketball
- Boxing
- Canoeing
- Cycling
- Diving
- Equestrian
- Fencing
- Football
- Gymnastics
- Handball
- Hockey
- Judo
- Modern Pentathlon
- Rowing
- Rhythmic Gymnastics
- Shooting
- Swimming
- Synchronized Swimming
- Table Tennis
- Tennis
- Volleyball
- Water Polo
- Weightlifting
- Wrestling
- Yachting

For almost one hundred years, the Olympics have upheld the ideals of amateur sportsmanship, ethnic diversity, equality and cultural participation. The International Olympic Committee, which was founded in 1894 by Baron Pierre de Coubertin, has four principal objectives:

1. To encourage the organization and development of sport and sports competitions.
2. To inspire and lead sport within the Olympic ideal, thereby promoting and strengthening friendship between the sportsmen of all countries.
3. To ensure the regular celebration of the Games.
4. To make the Games ever worthy of their glorious history and the high ideals which inspired their revival.

The Olympic ideal can be articulated as follows:

> Olympism is an overall philosophy of life, exalting and combining in a balanced whole the qualities of the body, will and mind. Olympism sets out to create a way of life based on the joy of effort, the educational values of good example and a respect for universal fundamental ethical principles. It has, as a goal, to place sport at the service of the harmonious development of human kind with the object of creating a peaceful society concerned with the preservation of human dignity.

Developed into Major World Event

Since the first Olympiad in 1896, the Games have grown dramatically in size, scope and importance. Reaching highs of 7,156 competitors (Munich, 1972) and 140 countries (Los Angeles, 1984), the Summer Olympic Games now field 25 to 30 regular and demonstration sporting competitions (see Exhibit I.1). The Winter Games were first held in 1924 at Chamonix, France (Mont Blanc); they were attended by 16 countries fielding a total of 294 competitors. In 1984 at Sarajevo (Yugoslavia), the Winter Games attracted 1,490 athletes from 49 countries. The Games are now an international showcase and have taken on a significance beyond the individual athletic achievements of which they are composed.

- Celebration of the Games is the consecration of the Olympiad. The Olympiad is a four year period which begins as soon as the flame is extinguished at the end of the Olympic Games. Traditionally, the new host country is honoured at the closing ceremonies and the Olympic cultural festival can begin. The actual celebration of the Olympic Games is a major international event which is the focal point of the Olympiad.

EXHIBIT I.2

MONTREAL OLYMPICS CALENDAR OF EVENTS

	Sat. July 17	Sun. July 18	Mon. July 19	Tues. July 20	Wed. July 21	Thu. July 22	Fri. July 23	Sat. July 24	Sun. July 25	Mon. July 26	Tues. July 27	Wed. July 28	Thu. July 29	Fri. July 30	Sat. July 31	Sun. Aug. 1
Opening ceremony	●															
Athletics							●	●	●	●		●	●	●	●	
Rowing		●	●	●	●	●	●	●	●							
Basketball		●	●	●	●	●	●	●	●	●	●					
Boxing		●	●	●	●	●	●	●	●	●	●	●	●		●	
Canoeing												●	●	●	●	
Cycling		●		●	●	●	●	●		●						
Fencing				●	●	●	●	●	●	●	●	●	●			
Football		●	●	●	●	●	●		●		●		●		●	
Gymnastics		●	●	●	●	●	●									
Weightlifting		●	●	●	●	●		●	●	●	●					
Handball		●		●		●		●		●	●	●				
Hockey		●	●	●	●	●	●	●	●			●	●	●		
Judo										●	●	●	●	●	●	
Wrestling				●	●	●	●	●			●	●	●	●	●	
Swimming		●	●	●	●	●	●	●	●	●	●					
Modern pentathlon		●	●	●	●	●										
Equestrian sports						●	●	●	●		●	●	●	●		●
Shooting		●	●	●	●	●	●	●								
Archery											●	●	●	●		
Volleyball		●	●	●	●	●	●	●	●	●	●		●	●		
Yachting			●	●	●	●			●	●	●					
Closing ceremony																●

Source: Official Report of the Games of the XXI Olympiad, Montreal 1976.

- Over 1,000 sporting matches staged over fifteen-day period. The Montreal Calendar of Events in Exhibit I.2 illustrates the extent to which the Games have developed. Up to 18 sports occur simultaneously on any given day. The 1984 Summer Olympics in Los Angeles were the most extensive, with competitions in 26 major sports.

- International matches in advance. An international athletic competition in many of the Olympic sports is held one or two years ahead in the designated host city as a trial run for the Olympics. These events provide an opportunity to assess Games organization, try out venues and acclimatize athletes with the local environment. This trial run is really a major international event itself.

- Pre-Olympic training precedes the Games. For each sport represented at the Olympics, designated training facilities in or near the host city are used by national olympic teams during the several weeks prior to the Olympic Games. This effectively extends the duration of the Games and builds widespread interest and excitement.

- Cultural Festival is integral component. Broadening the scope and appeal of the Olympics is a cultural festival in the host city that precedes and coincides with the Games themselves. The "Cultural Olympics" round out the rich and diverse experience associated with the Olympics for residents, visitors, participants and observers. Over the past four Olympiads, they have ranged from four to ten weeks.

The great magnitude of the Games and the commitment and resources required to successfully host them require that they be held in major urban centres. Every four years a new city is chosen, usually a national or regional capital. The Summer Olympics have been primarily held in North American (five times) or European cities (twelve times), and only once in the Eastern block and twice in Australasia, as shown in Exhibit I.3.

Olympics Have International Impact and Status

The phenomenal success of the Olympic Games and the great prestige associated with its athletic events have resulted in the Olympiad being one of the world's most consistent and respected forms of international cooperation. The thousands of visitors, athletes and officials who attend the Games, and the 1.5 to 2 billion television viewers worldwide who witness its events, are left with lingering memories of the records broken, the great moments achieved and the hosts that made those memories possible.

EXHIBIT 1.3

PAST OLYMPIC GAMES
LOCATIONS AND PARTICIPATION

SUMMER

	Year	Venue	Date	Countries	Total Competitors
I	1896	Athens, Greece	6 Apr.-15 Apr.	13	311
II	1900	Paris, France	20 May -28 Oct.	22	1,330
III	1904	St. Louis, USA	1 July-23 Nov.	13	625
*	1906	Athens, Greece	22 Apr.- 2 May	20	884
IV	1908	London, England	27 Apr.-31 Oct.	22	2,056
V	1912	Stockholm, Sweden	5 May -22 July	28	2,546
VI	1916	Berlin, Germany	Not held due to war	--	--
VII	1920	Antwerp, Belgium	20 Apr.-12 Sept.	29	2,692
VIII	1924	Paris, France	4 May -27 July	44	3,092
IX	1928	Amsterdam, Neth.	17 May -12 Aug.	46	3,014
X	1932	Los Angeles, USA	30 July-14 Aug.	37	1,408
XI	1936	Berlin, Germany	1 Aug.-16 Aug.	49	4,066
XII	1940	Tokyo, (Helsinki)	Not held due to war	--	--
XIII	1944	London, England	Not held due to war	--	--
XIV	1948	London, England	29 July-14 Aug.	59	4,099
XV	1952	Helsinki, Finland	19 July- 3 Aug.	69	4,925
XVI	1956	Melbourne, Austr.	22 Nov.- 8 Dec.	67	3,184
XVII	1960	Rome, Italy	25 Aug.-11 Sept.	83	5,346
XVIII	1964	Tokyo, Japan	10 Oct.-24 Oct.	93	5,140
XIX	1968	Mexico City, Mex.	12 Oct.-27 Oct.	112	5,530
XX	1972	Munich, FRG	26 Aug.-10 Sept.	122	7,156
XXI	1976	Montreal, Canada	17 July- 1 Aug.	92	6,085
XXII	1980	Moscow, USSR	19 July- 3 Aug.	81	5,326
XXIII	1984	Los Angeles, USA	28 July-12 Aug.	140	7,078

WINTER

	Year	Venue	Date	Countries	Total Competitors
I	1924	Chamonix, France	25 Jan.- 4 Feb.	16	294
II	1928	St. Moritz, Switz.	11 Feb.-19 Feb.	25	495
III	1932	Lake Placid, USA	4 Feb.-15 Feb.	17	306
IV	1936	Garmisch-Partenkirchen, Germany	6 Feb.-16 Feb.	28	755
V	1948	St. Moritz, Switz.	30 Jan.- 8 Feb.	28	713
VI	1952	Oslo, Norway	14 Feb.-25 Feb.	22	732
VII	1956	Cortina, Italy	26 Jan.- 5 Feb.	32	819
VIII	1960	Squaw Valley, USA	18 Feb.-28 Feb.	30	665
IX	1964	Innsbruck, Austria	29 Jan.- 9 Feb.	36	1,093
X	1968	Grenoble, France	6 Feb.-18 Feb.	37	1,293
XI	1972	Sapporo, Japan	3 Feb.-13 Feb.	35	1,232
XII	1976	Innsbruck, Austria	4 Feb.-15 Feb.	37	1,128
XIII	1980	Lake Placid, USA	13 Feb.-24 Feb.	37	1,067
XIV	1984	Sarajevo, Yugosla.	8 Feb.-19 Feb.	49	1,490

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*This celebration to mark the tenth anniversary of Modern Games is not numbered.

Source: The Guiness Book of Olympics: Facts and Feats

The modern Olympic Games have fundamentally influenced the face of athletic participation worldwide and have led to, or strengthened, numerous similar multi-sport, international events including:

- Asian Games
- Pan-American Games
- Special Olympics
- Olympiad for the Disabled
- various other regional games

IOC Oversees the Olympic Movement

The International Olympic Committee (IOC) was established in 1894 by Baron de Coubertin to organize the Games and to oversee their administration. It is a permanent non-profit organization headquartered in Lausanne, Switzerland. The IOC's nine-member Executive Board has full control over the administration of the Games. Specifically, the IOC ensures the upholding of the Olympic principles of amateurism and equality in the design of the Games and is also responsible for awarding the event to host cities and recognizing National Olympic Committees.

The IOC's membership includes the appointment of one representative from many member nations and two from nations that have hosted the Games previously or are particularly active in the Olympic Movement. Currently, there are 92 appointed representatives from the 150 Olympic countries (see Exhibit I.4). The functioning of the IOC is marked by a number of important characteristics:

- Olympic movement controlled through interface with National Olympic Committees. National Olympic Committees (NOCs) direct the Olympic movement within their respective countries and field Olympic teams. The NOCs are autonomous and completely independent from government or political affiliations and are responsible to the IOC for ensuring the development and safeguarding of the Olympic movement and sport within their countries. The NOC in Canada is the Canadian Olympic Association (COA), headquartered at Olympic House in Montreal.

EXHIBIT I.4

INTERNATIONAL OLYMPIC COMMITTEE MEMBER COUNTRIES

Afghanistan
Albania
Algeria
Andorra
Angola
Antigua
Argentina
Australia
Austria
Bahamas
Bahrain
Bangladesh
Barbados
Belgium
Belize
Benin
Bermuda
Bolivia
Botswana
Brazil
British Virgin Islands
Bulgaria
Burma
Cameroun
Canada
Cayman Islands
Central African Republic
Chad
Chile
China
Congo
Colombia
Costa Rica
Cuba
Cyprus
Czechoslovakia
Democratic People's Republic of Korea
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
Ethiopia
Fiji
Finland
France
Gabon
Gambia
Federal Republic of Germany
German Democratic Republic
Great Britian
Ghana
Greece
Guatamala
Guinea
Guyana
Haiti
Hong Kong
Honduras
Hungary
Iceland
Indonesia
India
Iran
Iraq
Ireland
Israel
Italy
Ivory Coast
Jamaica
Japan
Jordan
Kenya
Korea
Kuwait
Laos
Lesotho
Lebanon
Libya
Liberia
Liechtenstein
Luxembourg
Madagascar
Malawi
Malaysia
Mali
Malta
Mauretania
Mauritius
Mexico
Monaco
Mongolia
Morocco
Mozambique
Nepal
Netherlands
Netherlands Antilles
New Zealand
Nicaragua
Niger
Nigeria
Norway
Oman
Pakistan
Panama
Papua-New Guinea
Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Romania
San Marino
Saudi Arabia
Senegal
Seychelles
Sierra Leone
Singapore
Somalia
South Africa
Spain
Sri Lanka
Sudan
Surinam
Sweden
Swaziland
Switzerland
Syria
Taiwan
Tanzania
Thailand
Togo
Trinidad & Tobago
Tunisia
Turkey
Uganda
United Arab Emirates
USSR (Soviet Union)
United States
Upper Volta
Uruguay
Venezuela
Vietnam
Virgin Islands
Yemen Arab Republic
Yemen Democratic Republic
Yugoslavia
Zaire
Zambia
Zimbabwe

Source: International Olympic Committee.

- Technical control of sports maintained via International Sports Federations. International sports federations (ISFs) govern individual sports worldwide and in the Olympic Charter are specifically delegated technical control of their sports at the Olympic Games. Each ISF is made up of member national organizations, which govern a sport within each country. The coordinating organization for the ISFs is the General Assembly of International Sports Federations (GAIF).

- Commissions and working groups conduct ongoing IOC activities. These progressive deliberations cover a wide range, including athletes, amateurism, eligibility, drugs, finance, overseeing of the Olympic Movement and study and evaluation for the preparation of the Olympic Games.

HOSTING THE OLYMPICS

If Toronto prepares a bid for the 1996 Summer Olympics, a clear understanding of what it really means to host the Olympics is required. The extent and scale of international participation in the various athletic events has been discussed, but this is only part of the overall experience that is incurred by the host city. Important additional considerations include the bidding process itself, which extends over several years and provides excellent recognition for the city, as well as the preparations that must be undertaken in order to meet all of the venue and infrastructure requirements. The outcome of this process, however, is an event of great international significance.

Bidding Process is a Lengthly Procedure

Bidding for the Olympics is a lengthly process, taking at least four years to accomplish. Subsequently six years are allotted for actual planning and organization of the Games. The bidding process as it applies to Toronto, is as follows:

1. Form local bidding organization. The Toronto Ontario Olympic Council (TOOC) was formed in 1986 for the express purpose of bidding for the 1996 Summer Games.

2. Secure local and regional government approvals. Before the Olympic Committee can proceed with a bid, it must have full approval of the local government in whose jurisdiction the Olympics will be held. The bid would be further enhanced by obtaining support from the provincial and federal government, as well as from private sector corporate sponsors and the public at large.

3. Obtain municipal approval to prepare a bid to Canadian Olympic Association. Municipal politicans must approve the idea of submitting a bid to the COA. The municipality then officially notifies the COA by a prescribed deadline that it will be proceeding with a bid. For the 1996 Olympics, the deadline is September 1, 1986.

4. Prepare formal submission to COA. Once authorized to proceed with a bid, the Toronto Ontario Olympic Council must prepare a formal submission to the COA.

5. Obtain COA endorsement to prepare IOC bid. The COA evaluates competitive bids received from various Canadian cities (if there is more than one) and then selects which city (if any) it will support for the 1996 Olympics. This decision is likely to be made by early 1987.

6. Prepare bid for IOC. Once selected by the COA, the successful city then proceeds with its bid to the IOC, essentially a three-year process (the decision for the 1996 Olympics will be made by the IOC in 1990). This process consists of extensive lobbying of IOC members as well as the preparation of formal submissions and related promotional presentations. Overall, it can be expensive and cost up to six million dollars, although it has important promotional and public relations benefits for the bidding city.

7. Receive IOC award of Games. Once awarded the Games by the IOC, an Olympic Games organizing committee must be formed in the host municipality to carry out the six-year planning and preparation phase for the Olympics and to actually operate the Games.

Preparations Required Restrict Olympics to Major Cities

Hosting the Olympic Games means a commitment of resources, energy and enthusiasm that only major cities like Toronto can undertake.

- Extensive venue requirements. A wide range of sporting venues meeting Olympic standards are required to stage the competitions in each Olympic sport. In addition to many varied technical specifications, the seating and security requirements can be onerous.

- Substantial accommodation requirements exceeding the capabilities of most cities must be made available to handle a huge influx of visitors (500,000 to 600,000), athletes (up to 10,000) officials (5,000) and media (up to 10,000).

- Extensive transportation and communications infrastructure. With many events in perhaps 18 sports being viewed daily by over 200,000 spectators, a high-capacity transportation infrastructure is required to move people to and from venues and other facilities in the region. State-of-the-art communications facilities must be available to provide up-to-the-minute coverage of all events worldwide.

- A mammoth organizational and coordination effort, drawing upon the full resources of the public and private sectors is required to stage the Olympiad, especially regarding:
  - overall planning and operations
  - marketing, promotion, merchandising and licensing
  - large-scale volunteer coordination
  - massive security/transportation arrangements

- Cultural and entertainment facilities. The accompanying cultural festival calls for a well-developed base of cultural/entertainment venues for staging this important aspect of the Olympics.

The Olympic Experience is All Encompassing

The preparation for, and the hosting of, the Olympic Games is a major rallying point of activity involving business, government and private citizens at every level.

- Prior to the Games hundreds of companies, clubs, institutions, organizations, government bodies and individuals devote their energies to the planning of the event.

- During the Games, the host city is totally oriented towards the demands of hosting the world for two weeks; the energy and excitement is unparalleled and tens of thousands of local citizens are directly involved.

- Following the Games, the memory of the experience remains in the collective minds of the city's residents as individual experiences are recalled and the great accomplishment of success is savoured.

Hosting the Games has Many Beneficial Impacts

A wide variety of benefits accrue to the host city, both economic and social. These benefits come at all stages of the Games, including the bidding phase, the preparation, the Olympiad itself and the post-Games phase.

- Significant economic impacts from hosting Olympics. Economic benefits of the Olympic Games to the host city are most strongly associated with the construction, planning and organization associated with the Games as well as the impact of the international publicity:
  - The bidding process itself is a useful publicity vehicle for the city, creating spin-offs in economic development and tourist visitation.
  - Construction of new Olympic facilities or renovation of existing facilities generates short-term employment and income.
  - Planning, management and operations of the Games generates employment and income.
  - Significant revenues accrue to businesses in the host city from increased visitation during both the pre-Olympic period and the Games themselves.
  - The massive international attention resulting from a daily television audience during the Olympics of over 1 billion worldwide is publicity no city could afford to buy and has an impact on long-term tourist visitation and economic development.
- Social/cultural/sport benefits also important. While these benefits are not as easily measured, previous Olympics indicate significant benefits in the following areas:
  - Improved health and physical fitness as a result of enhanced sports participation.
  - A focus on the nation's fitness and sports achievement
  - Enhancement of civic pride.
  - Recognition of the unique qualities of Toronto's mosaic which is a microcosm of the world.
  - Enhanced spirit of volunteerism and increased activity of clubs, organizations and service groups.

- Long-term, quality-of-life impacts arising from improvements to urban infrastructure and appearance.
- Permanent benefits as a result of possible new facilities developed in connection with the world cultural festival.
- Benefits to amateur sport through new and improved facilities and a recognition of amateur athletes.

HOST CITIES FACE IMPORTANT ISSUES

A prospective host city faces a number of basic questions in deciding on whether to bid for the Games. Those questions must be answered in the context of financial and economic feasibility, public opinion and political consensus.

- How will the Games be financed and what will be the extent of public/private involvement?
- What are the extent of economic and social/cultural benefits of hosting the Games and will they fully justify any anticipated government support?
- What are the possible negative impacts of the games, both economic and social, and how can they be dealt with?
- What are the risks in undertaking a serious bid and the prospects of winning; and can benefits be derived from the bidding process even if unsuccessful?

These are important issues for Toronto as it considers its decision of whether or not to bid for the 1996 Olympic Games. Each will be dealt with in some detail in subsequent chapters.

II-TORONTO AS AN OLYMPIC HOST CITY

II - TORONTO AS AN OLYMPIC HOST CITY

Toronto has the potential to be an Olympics host city of exceptional quality. The City's attributes not only meet the general requirements of the IOC for host cities, but go beyond them in that Toronto's cultural and ethnic diversity truly reflects the Olympic ideal. Hosting the Olympic Games would give new significance to the city's name, which is Huron Indian for "meeting place". In this chapter, we assess Toronto's general attributes as a world-class city possessing the supporting infrastructures required for staging the Olympic Games.

GENERAL REQUIREMENTS OF HOST CITIES

The IOC requires candidate cities applying for the Olympic Games to provide considerable and detailed background information aimed at determining its general suitability as a Games site. On the one hand, there is concern about political stability and full respect for both Olympic ideals and IOC rules and regulations. On the other hand, there is an attempt to ensure that a city staging the games can provide the supporting infrastructures necessary for undertaking such an enormous event. Some of the questions that candidate cities must address are as follows:

- Why should the city be considered an important site for the Games?
- What other important international events have been organized in the city?
- Can the city demonstrate that it has comprehensive air and rail transportation?
- Can the city guarantee that local transportation facilities will be sufficient?
- What cultural programmes are proposed?
- What accommodation facilities are there for visitors?
- What accommodation and working facilities are available for the press?

EXHIBIT II.1

METROPOLITAN TORONTO KEY FACTS

- 3.2 million residents in the Greater Toronto area
- Close to 6 million living within 100-mile radius of Toronto's downtown
- Over 20 million visitors to Metro annually
- 42% of Canada's top 500 industrial companies have head offices in Toronto
- Home to Canada's largest stock exchange
- 15% of Canada's labour force lives in Metropolitan Toronto
- 19% of Canada's manufacturing jobs are in the Toronto area
- Retail sales over $15 billion annually
- Over $3 billion in building permits annually
- Third largest film/video production centre in North America
- Served by 36 international airlines
- Home to 46 foreign consulates and 10 foreign trade commissions
- One-third of Canadian purchasing power within 2-hour drive of Toronto
- One-half of U.S. population within 1-day drive of Ontario

Sources: Board of Trade of Metropolitan Toronto; City of Toronto Planning and Development Department.

The rigorous demands placed upon a candidate city for the Olympic Games can only be fully met successfully by a relatively small number of cities in the world today. Host cities of the recent past have included Los Angeles (1984), Moscow (1980), Montreal (1976), Munich (1972) and Mexico City (1968). All generally met the IOC conditions albeit with varying degrees of success. In our assessment we have concluded that Toronto can live up to these conditions in every possible way.

TORONTO RANKS WITH PAST HOST CITIES

Toronto ranks with recent host cities of the Olympic Games in all significant respects. It is Canada's largest municipality with over 3 million people located in the greater Toronto area. It is also the country's commercial centre, as well as being a provincial capital, a major world travel destination and transfer point, a leading sports centre, and one of the foremost entertainment, communications and cultural centres in the English-speaking world (see Exhibit II.1). Toronto is renowned for the quality of its urban environment and its transportation infrastructure. It has been host to a wide variety of major sporting and cultural events and possesses an ethnic diversity equal to that of any city in the world. In sum, Toronto possesses all of the prerequisites of a world-class city that mark it as being equal and ready for the task of hosting the international athletic and cultural phenomenon that the Olympic Games have become in recent years.

Toronto has the Economic Strength to Support Olympics

As Canada's commercial and financial capital, Metropolitan Toronto has the human and economic resource base to support the Olympic Games.

- A leading North American Commercial Centre. A reflection of the City's economic strength is the fact that 42% of the Financial Post's listing of Canada's top 500 industrial companies have their corporate head offices in Toronto. These include:
  - 93% of the top 15 advertising agencies
  - 80% of the top 15 investment dealers
  - 79% of foreign banks
  - 64% of the top 25 public accountants
  - 60% of the top 15 property and casualty insurers

EXHIBIT II.2

MAJOR AIRLINES PROVIDING SERVICE TO TORONTO

Country of Origin	City of Origin	Airline Service	Connecting City
A.R. of Egypt	Cairo	British Airways Air Canada	London
Argentina	Buenos Aires	C.P. Air	Lima
Australia	Sydney	C.P. Air	Honolulu
Austria	Vienna	Austrian Airlines Air Canada	London
Belgium	Brussels	Sabena Air Canada	London
Bolivia	La Paz	Lloyd Aereo Boliviano Air Canada	Miami
Brazil	Sao Paulo	Varig Air Canada	Miami
Bulgaria	Sofia	Bulgarian Air Air Canada	London
Rep. of Burundi	Bujumbura	Ethiopian Air. Alitalia	Addis Ababa Rome
Canada	All Points	Various	Various
Chile	Santiago	C.P. Air	Lima
China	Beijing	Swiss Air Air Canada	Zurich
Colombia	Cartagena	Aviaco Air Canada	Miami
Costa Rica	San Jose	Taca Int'l Air Canada	Miami
Cuba	Havana	Cubana Air Canada	Panama City, Miami
Czechoslovakia	Prague	Czechoslovakian Air Canada	London
Denmark	Copenhagen	SAS Air Canada	London
Ecuador	Guayaquil	Ecuatoriana Air Canada	Miami
Ethiopia	Addis Ababa	Ethopian Air Canada	London
Finland	Helsinki	Finnair Air Canada	London
France	Paris	Air Canada Air France	Direct
G.D.R.	Berlin	Interflug C.P. Air	Amsterdam
Germany (Fed)	Frankfurt	Lufthansa Air Canada	Direct
Great Britain	London	Air Canada British Airways	Non-Stop
Greece	Athens	Olympic Airways	Direct
Hungary	Budapest	Malev Air Canada	Frankfurt
India	Delhi	Air India	Direct
Indonesia	Jakarta	Philippine Air Canada	Singapore, Los Angeles
Iran	Tehran	Air France Air Canada	Paris
Ireland	Dublin	Irish Airlines Air Canada	London
Israel	Tel Aviv	El Al Airlines Air Canada	London
Italy	Rome	Alitalia C.P. Air	Direct
Jamaica	Kingston	Air Jamaica Air Canada	Direct
Japan	Tokyo	C.P. Air	Direct
Jordan	Amman	British Airways Air Canada	London
Korea	Seoul	Korean Airlines Air Canada	Los Angeles
Malaysia	Kuala Lumpur	Cathay Pacific Air Canada	Hong Kong, Vancouver
Mexico	Mexico City	C.P. Air	Direct
Morocco	Casablanca	Royal Air Maroc Air Canada	Paris
Netherlands	Amsterdam	C.P. Air KLM	Direct
New Zealand	Auckland	C.P. Air	Direct
Nigeria	Lagos	Br. Caledonian Air Canada	London
Norway	Oslo	SAS Air Canada	London
Pakistan	Karachi	Pakistan Airlines Air Canada	London
Peru	Lima	C.P. Air Air Canada	Direct
Poland	Warsaw	LOT Air Canada	Frankfurt
Portugal	Lisbon	C.P. Air	Direct
Singapore	Singapore	Air Canada	Direct
S. Africa	Johannesburg	British Airways Air Canada	London
Spain	Madrid	C.P. Air	Direct
Sweden	Stockholm	SAS Air Canada	London
Switzerland	Zurich	Air Canada	Direct
Taiwan	Taipei	Korean Airlines Air Canada	Los Angeles
Thailand	Bangkok	Singapore Airlines Air Canada JAL	Tokyo Los Angeles
Trinidad	Port of Spain	Air Canada	Direct
Turkey	Istanbul	Lufthansa Air Canada	Frankfurt
U.S.S.R.	Moscow	Aeroflot C.P. Air	Amsterdam
U.S.A.	Various	Various	Direct (see map of air miles)
Uruguay	Montevideo	C.P. Air	Santiago
Yugoslavia	Belgrade	Yugoslavian Airlines	Direct

Source: Metropolitan Toronto Convention & Visitors Association

  - 52% of the top 50 foreign-owned companies

  Toronto is also home to the Toronto Stock Exchange, the largest of Canada's three exchanges and the second largest in North America after the New York Stock Exchange.

- A large and healthy diversified economic base. Metropolitan Toronto is unrivaled by any other Canadian city in terms of goods produced, goods sold, personal cash flow and new construction. Metropolitan Toronto's economy is also the healthiest in Canada.

  - 15% of Canada's labour force lives in Metropolitan Toronto, and 18% of this country's manufacturing jobs are located here.

  - Over 70,000 business establishments are located in Toronto, including approximately 20% of Canada's manufacturing establishments.

  - Toronto's unemployment rate is generally three-to-four percentage points lower than in the rest of the country.

  - The per capita spending rate in Toronto is 11% above the national average, and the value of building permits in Toronto is almost double that of the next leading city, Montreal.

High Accessibility: Experienced as an International Host

A prime attribute of a potential Olympics host city is its international accessibility and air-travel handling capabilities. Toronto is widely experienced as a host to international events, including major international sporting events.

- City served by 56 airlines. Pearson International Airport serves as the hub airport for all of Canada and is a major hub in North America, with connections to all points of the world. Flights to Toronto, either direct or with only one connection, can be made from 60 countries, including a majority of IOC members. Of the 56 airlines serving the city, 36 are international carriers (see Exhibit II.2).

- World class international airport. Pearson International, owned and operated by Transport Canada, is the 11th largest airport in North America. With two terminals (and a third by 1990) and three major runways, it is the busiest airport in Canada and accounts for

EXHIBIT II.3

INTERNATIONAL CONVENTIONS AND SPECIAL EVENTS HELD IN TORONTO, 1980 - 1986

1980
- International Cystic Fibrosis Association
- International Symposium on Computer Performance Measurement, Modelling and Evaluation
- Optimist International
- 1st Global Conference on the Future
- International Gold Wings Association
- World Cup '80 Gymnastics
- International Council of Fine Arts Deans

1981
- Utell International
- International Videotex Conference
- Slovak World Congress
- International Rescue and First Aid Association
- James Martin World Congress

1982
- National Retail Merchants Association
- International Music Festival
- Mutual UFO Network International Symposium
- International Monetary Fund/World Bank

1983
- Society of International Treasurers
- Rotary International
- 8th International Congress on Computers in Radio Therapy
- International Bar Association (Business Law Section)

1984
- Industrial Minerals International Congress
- International Congress of Dietetics
- Fifth World Hydrogen Energy Council
- Combined Applied Data Research Environment
- Tall Ships Rendezvous '84/Harbourfront
- Pope visits Toronto
- Queen Elizabeth II and Prince Phillip visit Toronto
- International Authors Festival

1985
- International Academy of Pathology
- 21st World Congress International Theatre Institution
- Kiwanis International
- World Federation of Neurological Surgeons
- The 1985 World Master Games

1986
- American Bar Association (12th International Conference on Law Office and Economics)
- International Information Management Conference
- Molson Indy (Exhibition Place); part of 1986 CART PPG Indy Car World Series

Source: Metropolitan Toronto Visitor and Convention Association almost 40% of all passenger traffic between Canada and the United States. With over 900 arrivals and departures each day, more than 15.9 million people utilized Pearson in 1985, travelling to or from numerous North American and overseas cities.

- Hosted numerous international events and conventions. As shown in Exhibit II.3, Toronto has been host to many important international events, congresses and conventions during the past six years, ranging from the International Music Festival to the First Global Conference on the Future.

- Regularly hosts International Sporting Events. Toronto has hosted many international class sporting events such as the 1985 World Masters Games, the 1980 Special Olympics, the 1976 Olympiad for the Physically Disabled, the 1986 Molson Indy and numerous other world championships (see Exhibit II.4).

One of Top Three Entertainment and Cultural Centres in North America

Toronto is home to Canada's largest concentration of artists, arts organizations and arts-related industries. Its arts community offers Torontonians and visitors a diversity of talent and a richness of artistic experience second to none in Canada, and second in North America only to New York. Toronto is the only city of its size with two major concert halls and five major live theatres within 2/3 of a mile of one another; and the arts have tremendous high-profile, community-leader support. It is the third largest recording centre in North America for classical and popular music and the publishing centre of Canada. Toronto is a major TV and film production centre; it also has the largest number of movie theatre patrons per capita on the continent.

- Excellent performing arts groups. Toronto's world class arts community offers excellence and innovation in the performing arts. The City is home to three widely acclaimed performing arts companies; and two internationally famous theatre companies are located a short drive from the City at Stratford and Niagara-on-the-Lake.

  - National Ballet of Canada. Canada's largest classical dance company, the National Ballet of Canada, blends the best of Russian, British and Dutch traditions. At the 26th Annual International Ballet Festival in Moscow in 1981, the National Ballet of Canada won more medals than any other group except for the Soviets.

EXHIBIT II.4

TORONTO AREA HOSTS INTERNATIONAL AND NATIONAL SPORTING EVENTS

INTERNATIONAL EVENTS

- Players International Tennis Tournament (every second year)
- 1985 World Masters Games
- World Lacrosse Championship (1986)
- 1986 Men's World Curling Championship
- Molson Indy Auto Race (part of 1986 CART PPG Car World Series)
- Olympiad for the Physically Disabled (1976)
- World Waterskiing Championships (1979)
- World Dressage Championship (1986)
- Royal Winter Fair (annual)
- International Cricket Youth Tournament (1979)
- World Youth Soccer Tournament (1987)
- Molson Challenge Tennis Tournament (annual)
- World Cup Gymnastic Championships (1980)
- Junior World Figure Skating Championships (London, 1980; Kitchener, 1986)
- World Figure Skating Championships (Ottawa, 1978 and 1984)
- World Sailing Championships:
  - International 14's (Kingston, 1985)
  - Wayfarers (Orillia, 1986)
  - Sharks (Toronto, 1985)
  - Albacores (Toronto, 1984)
  - Windsurfer (Kingston, 1984)
  - Optimist (Kingston, 1984)
  - 8 meter (Toronto, 1984)
  - Etchell 22 (Toronto, 1986)
- World Junior Ice Hockey Championships (1986)
- Toronto Star Indoor Games (annual)
- Hamilton Indoor Games (annual)

NATIONAL EVENTS

- Players Challenge Tennis Tournament (alternates with Players International)
- Canadian Open Golf Tournament (annual)
- LPGA Peter Jackson Classic Golf Tournament (annual)
- Canada Cup Women's Volleyball
- Canada Cup Wrestling (annual)
- Canadian Open Badminton Championships

Sources: Study Team; Sport Ontario Inc.

- Canadian Opera Company. Formed in 1950, the Canadian Opera Company is Canada's largest opera producer and the sixth largest in North America.

- Toronto Symphony Orchestra. The internationally famous Toronto Symphony Orchestra presents more concerts annually than any other Canadian orchestra.

- Stratford Shakespearean Festival. North America's leading classical repertory theatre, the Stratford Shakespearean Festival has a world-wide reputation for producing the works of Shakespeare and other classical playwrights, both ancient and modern. The Festival draws over 500,000 visitors a year from virtually every American state and 50 other countries.

- The Shaw Festival. The Shaw Festival is the only professional festival in the world dedicated to George Bernard Shaw and his contemporaries. The Shaw's three facilities offer comedies, musicals, dramas and murder-mysteries.

- Hamilton Philharmonic Orchestra. This orchestra makes its home at the new Hamilton Place complex and delights thousands of concert-goers annually with its performances.

- World class art galleries and museums. The Art Gallery of Ontario, the Royal Ontario Museum and the McMichael Art Gallery display important collections of art and cultural artifacts. In addition, art lovers visiting Toronto can enjoy over 100 public and commercial galleries as well as many unique artist-run centres.

  - Art Gallery of Ontario. One of the largest and finest art museums in North America, the Art Gallery of Ontario has close to 11,000 pieces of art in its permanent collection. Enjoyed by thousands of visitors to Toronto each year, the Gallery has more annual memberships per capita than any other art gallery in North America.

  - Royal Ontario Museum. The Royal Ontario Museum is the largest public museum in Canada and one of the largest in North America.

  - McMichael Art Gallery. A uniquely Canadian institution, McMichael houses the largest collection of paintings by Canada's internationally renowned Group of Seven and Tom Thompson. It also exhibits the only collection of Indian art in Ontario.

EXHIBIT II.5

MANY TORONTO ATTRACTIONS DRAW ONE MILLION OR MORE VISITORS ANNUALLY

ATTRACTION	NUMBER OF VISITORS
Eaton Centre	19,000,000*
Harbourfront	3,600,000
Canadian National Exhibition	2,500,000
Ontario Place	2,500,000
Canada's Wonderland	2,200,000
Metro Toronto Zoo	1,900,000
CN Tower	1,600,000
Royal Ontario Museum	1,000,000
Ontario Science Centre	1,000,000

* Estimate of number of tourists only. Total number of shoppers is 50 million.

Sources: Metropolitan Toronto Visitor and Convention Association; City of Toronto Planning and Development Department

- An important film production and recording centre. Toronto is the largest film production and recording centre in Canada and one of the largest in North America. Numerous Canadian and American films are produced here each year along with record albums recorded by many of Canada's internationally acclaimed musical groups and rock stars.

A Quality Urban Environment and Canada's Top Tourist Destination

Despite Toronto's size, it is a very safe, clean and livable city. It has been widely written up as one of North America's best planned urban environments and was the first city in the Western Hemisphere to give full recognition to the concept of metropolitan government back in 1953.

- Outstanding urban design. Toronto is noted for its high-quality urban design and boasts outstanding modern architecture, including many award-winning commercial, public and residential projects.

- Downtown rejuvenation. Toronto is noted as well for its residential neighbourhoods within the downtown area. Widespread renovation of older buildings and homes has added warmth to the city's streetscapes.

- City of a thousand parks. Visitors to Toronto are struck by its "greenness" and by the abundance of trees and parkland. The more than 16,000 acres of parkland in Metropolitan Toronto accommodate a wide variety of interests and activities, including sports, outdoor theatre and music. Playgrounds, walkways, bicycle paths, streams and gardens all add to Toronto's natural beauty.

- One of North America's premier tourist destinations. In addition to being a vast cultural melange, Toronto, as Canada's number one tourist destination, features a number of world-class attractions, each of which draw over one million visitors annually (Exhibit II.5). Toronto is also close to Niagara Falls, still one of the world's major tourist attractions.

    - Toronto Eaton Centre. With its location in the downtown core, more than 300 shops and services, and a unique glass enclosed architectural setting, this is one of North America's most successful shopping malls and Toronto's number one tourist destination, attracting millions of out-of-town visitors each year.

- Harbourfront. Stretching a full mile along Toronto's waterfront, this mixed-use facility offers cultural and recreational opportunities and is Toronto's second largest tourist centre, attracting more than three million people annually.
- Metro Toronto Zoo. The third largest zoo in the world, the Metro Toronto Zoo is home to over 4,000 animals from around the world.
- Ontario Place. This famous cultural, leisure and entertainment complex is situated on three man-made islands on Toronto's waterfront. Attractions include a children's village, a covered outdoor forum, a pavilion celebrating Northern Ontario and a six-storey-high movie screen.
- Ontario Science Centre. The Ontario Science Centre is the largest public science lab and the fourth largest science museum in the world. The Centre has the world's largest collection of hands-on science exhibits.
- Canadian National Exhibition. The largest annual exhibition of its kind in the world, the CNE features a multitude of exhibits, entertainment, air and aquatic shows for three weeks every summer.
- Canada's Wonderland. Canada's premier theme park, Canada's Wonderland offers visitors a variety of rides, boutiques and world-class entertainment.

AN OLYMPIC INFRASTRUCTURE ALREADY EXISTS

In addition to having many Olympic-class sport and cultural venues (see next chapter), Toronto has the basic infrastructure required to support the Olympic Games. Accommodation facilities exist to house the influx of visitors that the Olympics would attract; the transportation infrastructure exists to bring people to Toronto and to move them among the various Olympic venues. Toronto also has the communications capability to link Olympic venues and to bring the Olympic Games to the world.

Extensive Accommodation Facilities Could Handle Visitor Influx

Toronto has the necessary facilities to accommodate the many thousands of spectators who would travel to Toronto to watch the Olympic Games and to participate in the world cultural

EXHIBIT II.6

ACCOMMODATION FACILITIES IN METROPOLITAN TORONTO

	Properties	Rooms	Places*
5-Star Hotels	10	6,182	12,364
Other Hotels	60	14,490	28,980
Motels	25	1,233	2,466
Resorts	2	142	284
Bed-and-Breakfast	160	225	450
TOTAL ACCOMMODATION	257	22,272	44,544
New hotels proposed by 1988	14	5,592	11,184
TOTAL EXISTING AND COMMITTED	271	27,864	55,728

* Average of 2 people/room

Sources: Metropolitan Toronto Visitors and Convention Association; Ministry of Tourism and Recreation, Globe and Mail.

festival. Los Angeles had a much larger influx of out-of-town visitors than Montreal and required more than 53,000 rooms in commercial accommodation establishments to handle this visitor influx. Close to 60,000 rooms are available within a two-hour drive of Toronto in the Golden Horseshoe area.

- Currently more than 28,000 hotel rooms existing or planned. At the present time, Metropolitan Toronto's hotels and motels can accommodate almost 50,000 visitors per night in first-rate facilities, including ten five-star hotels. A further 11,000 places will be created by 1988 upon completion of 14 additional major hotels. Motels, resorts and bed-and-breakfast facilities can accommodate a further 3,000 people (Exhibit II.6).

- Additional 25,000 rooms within Golden Horseshoe area. Within easy commuting distance to Toronto, more than 300 hotels and motels can accommodate over 50,000 additional visitors.

- More than 4,000 campsites around Metro. Circling the metropolitan area are over 4,000 campsites that can accommodate up to 16,000 additional visitors. Thousands more are available throughout Southern Ontario.

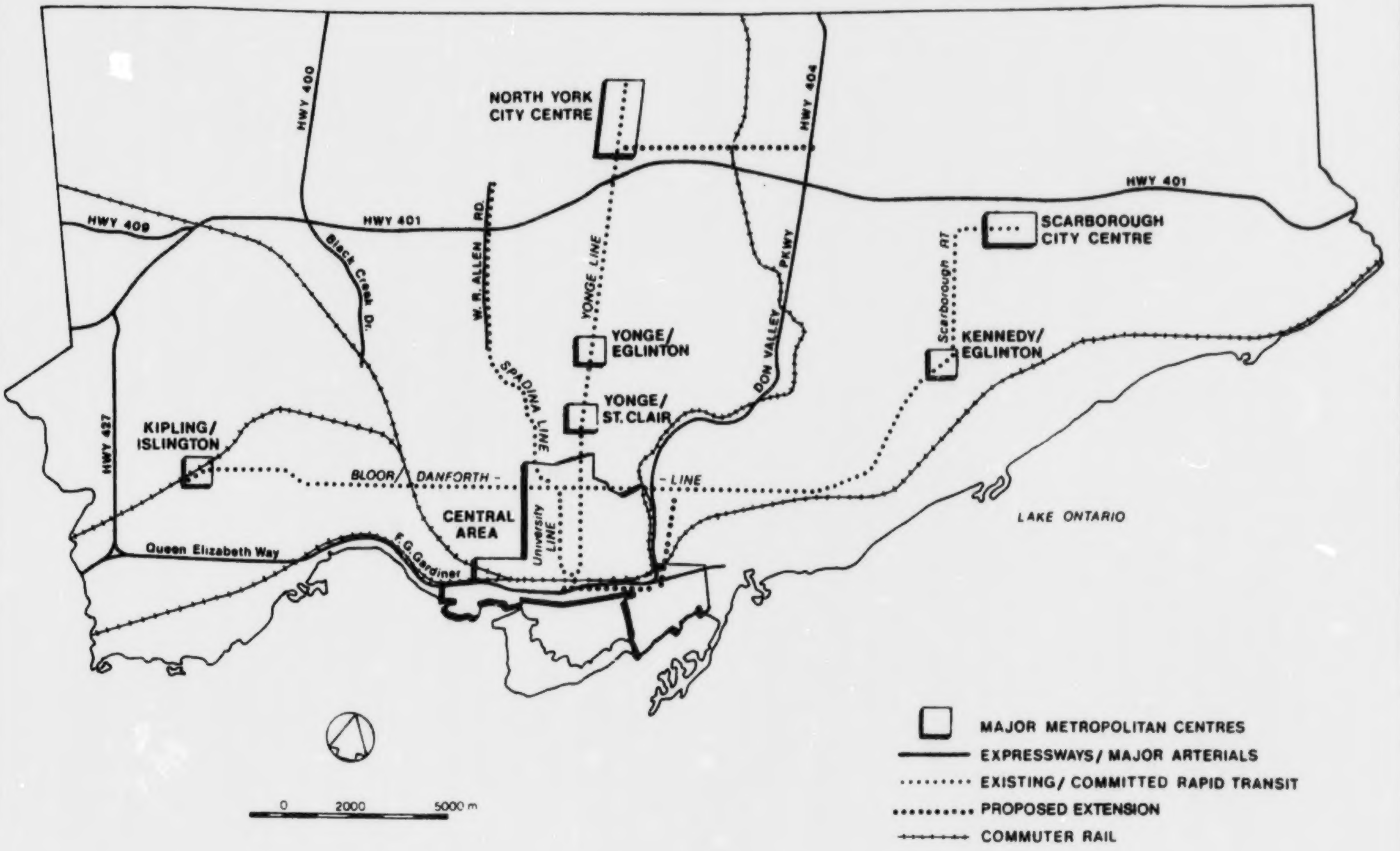
Transportation Infrastructure is First Rate

Metropolitan Toronto is served by an extensive high-quality transportation infrastructure. Within Metro Toronto, the public transit system, operated by the Toronto Transit Commission, is clean, safe and efficient. The regional GO Transit system provides efficient service to commuters and visitors alike. Many scheduled and charter bus services and the VIA Rail system link Toronto with cities across Canada and the United States.

- Efficient urban transit systems. The Toronto Transit Commission and the Government of Ontario-owned GO train and bus systems provide fast, efficient service within Metro Toronto and to its surrounding areas for more than 450 million passengers a year (see Exhibit II.7).

  - Toronto Transit Commission. The TTC's network of over 1,300 kilometres of bus, streetcar, trolley bus, subway and light rapid transit routes carries more than 432 million passengers a year. The subway system, with 59 subway stations and 175 bus connections, is the backbone of the TTC, which is considered one of the cleanest, safest and most efficient transit systems in the world. Extensions planned for completion before 1996 would further enhance Toronto's capability to transport visitors and residents during the Olympics.

EXHIBIT II.7


HWY 400
NORTH YORK CITY CENTRE
HWY 404
HWY 401
HWY 409
HWY 401
Black Creek Dr.
W. R. ALLEN RD.
YONGE LINE
SCARBOROUGH CITY CENTRE
Scarborough RT
KENNEDY/ EGLINTON
YONGE/ EGLINTON
DON VALLEY PKWY
SPADINA LINE
YONGE/ ST. CLAIR
KIPLING/ ISLINGTON
HWY 427
BLOOR/ DANFORTH - - LINE
CENTRAL AREA
University LINE
LAKE ONTARIO
Queen Elizabeth Way
F.G. Gardiner
0
2000
5000 m
MAJOR METROPOLITAN CENTRES
EXPRESSWAYS/ MAJOR ARTERIALS
EXISTING/ COMMITTED RAPID TRANSIT
PROPOSED EXTENSION
COMMUTER RAIL

MAJOR TRANSPORTATION FACILITIES IN METROPOLITAN TORONTO

- GO Transit. The GO train network currently carries over 57,000 commuters daily to points along the lakeshore between Pickering and Hamilton. GO buses carry an additional 35,000 people on several other key routes.

- Good highway and rail accessibility. The rail and highway networks in Ontario make Toronto accessible by car, bus and train from all points in Canada and the United States.
  - Focal point of highway network. There are eight provincial highways in the Metropolitan Toronto area providing excellent road access to the city. Toronto's two major east-west freeway systems, the Queen Elizabeth Way and Highway 401, provide access to U.S. border crossings at Niagara Falls, Fort Erie, Windsor, Sarnia, Cornwall, Prescott, among others.
  - Serviced by seventeen bus lines. Seventeen national and regional bus lines serve Metro Toronto, converging at the Toronto Bus Terminal located downtown and at Pearson International Airport.
  - Origin of VIA Rail's transcontinental services. VIA Rail carries over 7 million passengers a year and connects Toronto with cities and towns from coast-to-coast. Amtrak connections from Toronto and Montreal can be used to access the U.S. rail network.

- Airport Accessible to Toronto and southwestern Ontario. Located 19 miles from downtown Toronto, Pearson International Airport is highly accessible to the city via freeways and an extensive ground transportation system that also transports passengers to major urban centres throughout southwestern Ontario.

- Strategically linked to regional airports. There are twelve regional airports in southern Ontario which would enable athletes to move quickly between Olympic venues for training purposes or Olympic events. These airports are linked to Toronto's own regional airport on Toronto Island via scheduled commuter services or charters.

Extensive Communications Infrastructure to Bring Games to World

The necessary communications technology and facilities exist in Toronto to ensure minute-by-minute coverage of Olympic events. Whether ensuring communication between Olympic venues or bringing the Olympics to the world, Toronto's capabilities and expertise are as sophisticated and up-to-date as anywhere else in the world.

EXHIBIT II.8

IOC COUNTRIES WITH REPRESENTATION IN TORONTO

COUNTRY	REPRESENTATIVE OFFICE*	ETHNIC ORGANIZATIONS	RESTAURANTS	NEWSPAPERS PUBLICATION
Algeria			●	
Argentina			●	
Austria	●	●	●	
Australia	●	●		
Belgium	●	●		
Brazil	●		●	
Bulgaria	●	●		
Canada				
Cameroon				
Chile	●	●		
China	●	●	●	●
Chinese Taipei				
Columbia	●	●	●	
Cuba	●		●	
Czechoslovakia		●	●	●
Denmark	●	●	●	●
Dominican Republic				
D.P.R. Korea	●			
Ecuador	●	●		
Egypt		●	●	
Ethiopia				
Finland	●	●		●
France	●	●	●	●
F.R. Germany	●	●	●	●
G.D.R.		●	●	●
Great Britain	●	●	●	
Greece	●	●	●	●
Hungary	●	●	●	●
India	●	●	●	●
Indonesia	●		●	
Ireland	●	●	●	
Italy	●	●	●	●
Ivory Coast	●			
Jamaica	●	●	●	
Japan	●	●	●	●
Kenya				
Korea	●	●	●	●
Kuwait				
Lebanon	●	●	●	
Libya				
Liechtenstein				
Luxembourg				
Malaysia	●		●	
Mali				
Mexico	●	●	●	
Mongolia				
Morocco			●	
Netherlands	●	●	●	●
New Zealand			●	
Nigeria				
Norway	●	●		
Pakistan	●	●	●	●
Panama	●		●	
Peru	●			
Poland	●	●	●	●
Portugal	●	●	●	●
Puerto Rico				
Romania		●		●
Saudi Arabia				
Senegal				
Spain	●		●	●
Sudan				
Swaziland				
Sweden	●	●	●	
Switzerland	●		●	
Thailand	●		●	
Togo				
Tunisia				
Turkey		●	●	
U.S.A.	●		●	●
U.S.S.R.	●	●	●	●
Uruguay				
Venezuela	●			
Yugoslavia	●	●	●	●

* Consulate, Trade Mission, or Tourist Board

Sources: Metropolitan Toronto Business and Market Guide. Ministry of Citizenship and Culture. Canadian Ethnic Media Guide.

- Leading broadcasting and media centre. Toronto is the programming nerve centre for Canada's two national television networks (CBC and CTV) and the national CBC radio network. A regional television network (Global), a public network (TVOntario), and five other TV stations are located in the city; and approximately 30 AM and FM radio stations serve the Toronto area. The anticipated completion of the new English-speaking headquarters of the CBC within three years will reinforce Toronto's role as a leading broadcasting centre in North America. Overall, Toronto is considered to have the greatest proliferation of television signals in the world receiving numerous Canadian and U.S. stations. Canada's daily national newspaper (The Globe and Mail), two other large dailies (The Toronto Sun and The Toronto Star) and most of this country's major periodicals, trade journals and consumer magazines are published here.

- Focal point of a sophisticated telecommunications network. In 1976, Canada successfully transmitted the Montreal Olympics to the world. Since then, World Figure Skating and World Curling Championships have been broadcast world-wide from Canada as well. Canada was one of the first nations to launch a satellite communications system and is in a leadership position in the telecommunications field, being more active in this area than any other country of its size. Teleglobe Canada's vast network of satellites and undersea cables links Canada with over 200 countries, providing all-encompassing, state-of-the-art, international telecommunications services that would enable the Olympics to be communicated to the world.

TORONTO REFLECTS THE OLYMPIC IDEAL

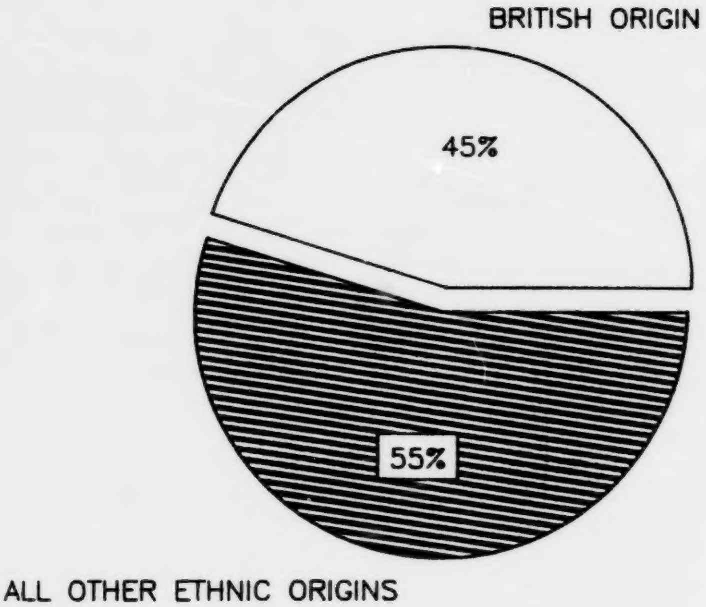
Toronto is a city that lives the Olympic ideal year round. The city's multiculturalism and its high sports and arts participation rates reflect the Olympic ideal. Its racial and ethnic harmony is of a model unequalled in many cities around the world, and an attribute that could be presented in a bid to the IOC as the basis upon which the next 100 years of the Olympic Movement could be built.

Ethnic Diversity Reflects Spirit of International Cooperation

Toronto is a truly international city that values and embraces multiculturalism and is marked by a wealth of cultural diversity. The majority of IOC countries are represented in the city by official consulates, local organizations, restaurants and newspapers (see Exhibit II.8).

EXHIBIT II.9

ETHNIC ORIGINS OF THE POPULATION OF METROPOLITAN TORONTO



Ethnic Origin	%	Ethnic Origin	%
British	45.5	N & S American	2.3
Italian	11.0	Polish	1.8
Jewish	4.6	Ukrainian	1.8
Oriental (A)	4.4	Scandinavian (C)	1.5
Eastern European (B)	3.7	Other European (D)	1.1
French	3.3	Dutch	0.8
Portuguese	3.3	Other Asian (E)	0.8
Greek	2.8	African	0.7
Indo Pakistani	2.5	Native Peoples (F)	0.5
German	2.5	Other	5.1

A includes Chinese, Indo Chinese and Japanese
B includes Balkans, Czech & Slovak, Hungarian, Romanian & Russian
C includes Baltic and Finnish
D includes Austrian, Belgian, Luxembourg, Spanish & Swiss
E includes Asian Arab, West Asian and Armenian
F includes Pacific Islands and "other" categories

Source: Statistics Canada

- Large multicultural population. Toronto is home to people from virtually every IOC country. While 45% of Torontonians are of British origin, the other 55% is made up of people from over 100 cultural and ethnic groups (Exhibit II.9). Thirty-one percent of Torontonians consider a language other than English or French to be their mother tongue.

- Principal destination of immigrants to Canada. Since 1945, over 2.5 million people from around the world have chosen Ontario as their home, and more newcomers to Canada settle in Toronto than any other Canadian city. The percentage of immigrants selecting Toronto as their home is increasing; in 1985, close to 30% of new Canadians settled here, reflecting and reinforcing our ethnic diversity. This is greater than the percentage of immigrants to the U.S.A. settling in the most popular American cities (Exhibit II.10).

- Cultural diversity reflected by ethnic media. A reflection of Toronto's cultural and ethnic diversity is the number of newspapers and journals published in languages other than English or French (Appendix E) and the extent of broadcasting in foreign languages:

  - Close to 100 such publications are available in more than 35 different languages.

  - Two radio and three television stations in Toronto offer full-time multicultural programming. CHIN radio (AM and FM) broadcasts in over 30 languages; MTV, Canada's only multicultural TV station, broadcasts in 15 languages.

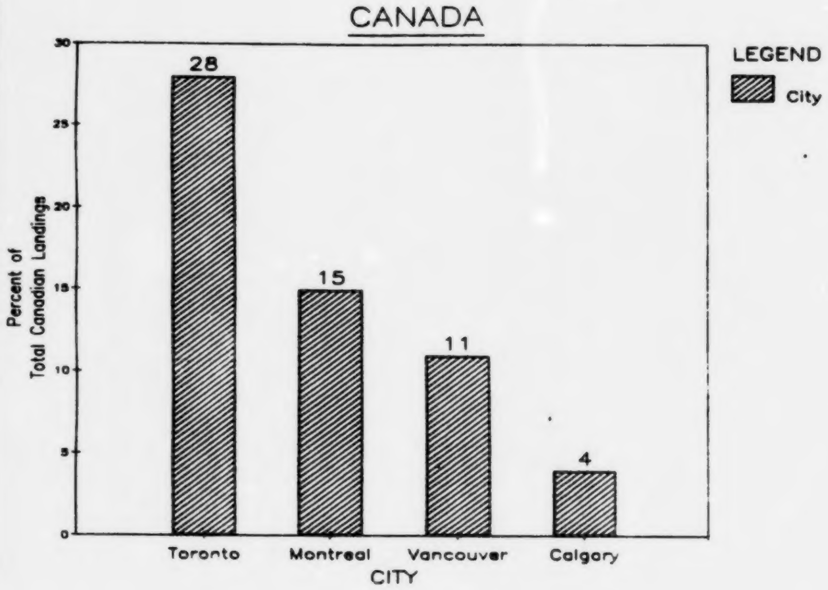
  - Two pay-TV stations (Telelatino and China Vision) also offer full-time programming.

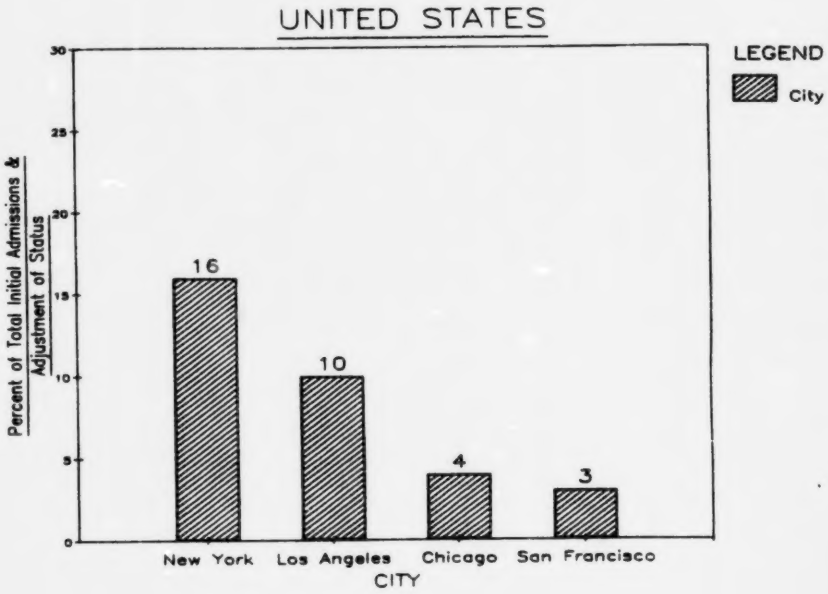
- Many ethnic organizations. There are more than 500 ethnic organizations in Metropolitan Toronto representing over 80 nationalities (Appendix F). Members of clubs and associations across Metro celebrate their heritage through dance and music groups, professional associations, educational groups and religious organizations.

- Numerous ethnic restaurants. It is possible to enjoy the cuisine of most of Toronto's ethnic groups at many specialty restaurants located throughout the Metro area.

EXHIBIT II.10

IMMIGRATION SETTLEMENT PATTERNS IN CANADA AND THE UNITED STATES 1985





Source: Dept. of Employment and Immigration; Immigration and Naturalization Service

- Annual ethnic festivals are popular. All year long Toronto celebrates its ethnic diversity and its multicultural nature in small community celebrations and city-wide festivals. The three largest ethnic festivals are major annual events, attracting hundreds of thousands of visitors and participants on the same order of magnitude of visitation as the Olympics.
  - Caravan International Festival. Caravan International Festival is a 9-day cultural celebration reflecting the heritage of Torontonians. Celebrating its 18th year, Caravan's 50 "international cities" attracted over 2 million visits in 1986. Possibly the largest festival of its kind, it involves over 20,000 volunteers from cultural and community non-profit and service organizations.
  - Caribana. Started in 1967 as part of the West Indian community's contribution to Canada's centennial year, Caribana has flourished for close to 20 years and has become a great annual celebration and festival. A total of 12 events, hosted over an eight-day period, are attended by over 500,000 people. The most popular event, the five-hour Caribana parade, regularly attracts over 350,000 spectators on the parade route.
  - CHIN Picnic. The CHIN Picnic, organized by CHIN radio and celebrated for 20 years, attracts between 200,000 and 300,000 people for a giant four-day celebration of multiculturalism. Visitors from across the Golden Horseshoe participate in games and races and enjoy entertainment by 2,000 local performers, as well as performers from Europe and the West Indies.

Sports Participation and Facilities Support the Olympic Movement

Toronto is a leading sporting centre in Canada. It boasts a wide range of sports facilities of every description that contribute to the city and region's high sports participation rate. Of particular significance is the contribution Toronto and Ontario athletes have made to past Olympic teams.

- Sports facilities in abundant supply. Toronto has a vast inventory of community sports facilities of all types, as shown in Exhibit II.11. These facilities enable a wide range of participation in many individual and team sports, including most Olympic sports.

EXHIBIT II.11

COMMUNITY SPORTS FACILITIES IN METROPOLITAN TORONTO

- 698 tennis courts
- 361 baseball and softball diamonds
- 207 soccer and football fields
- 162 bocce courts
- 148 lawnbowling lanes
- 145 skating rinks
- 115 swimming pools
- 23 lacrosse boxes
- 22 cricket pitches
- 20 yacht clubs
- 19 golf courses

Note: Aside from yacht clubs and golf courses, the above are strictly public facilities. When private clubs and residential complexes are added, the inventory of many of these facilities is much higher (e.g., tennis courts, swimming pools, etc.).

Source: Municipal Parks & Recreation Departments

EXHIBIT II.12

PARTICIPATION IN OLYMPIC SPORTS IN ONTARIO

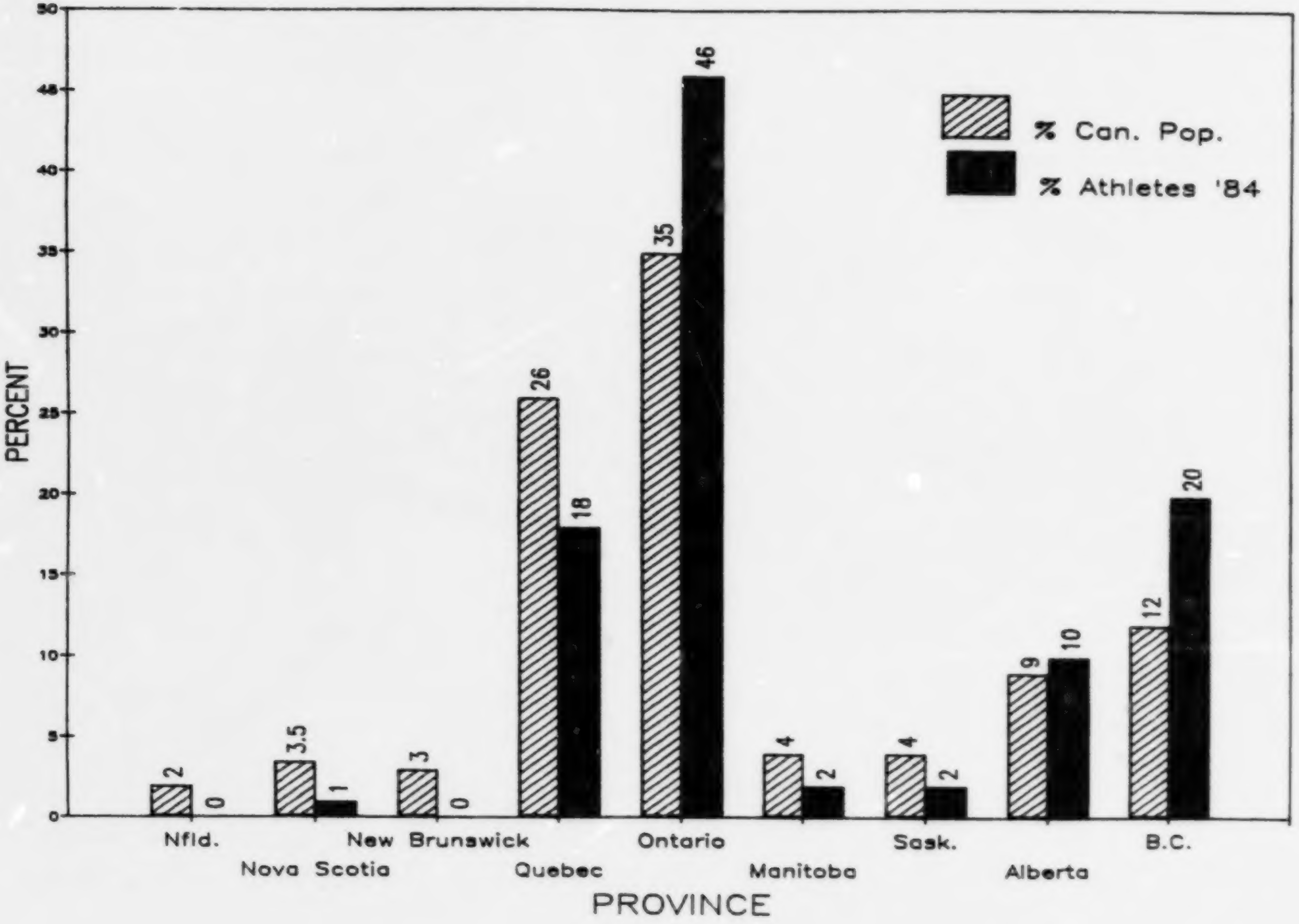
Sport	Registered Competitors (In Ontario)	Total Participation Level in Ontario (Recreational and Competitive)
Archery	800	N/A
Athletics	30,000	30,000
Badminton	15,000	100,000
Basketball	10,000	100,000
Boxing	350	2,500
Canoeing	6,000	1,000,000
Rowing	1,000	2,500
Cycling	800	1,750,000
Equestrian	2,300	50,000
Fencing	550	1,000
Gymnastics	40,000	40,000
Rythmic Gymnastics	1,200	1,200
Handball	350	350
Hockey	68,000	268,000
Judo	30,000	40,000
Shooting	9,400	N/A
Swimming	7,700	150,000
Diving	550	5,000
Synchronized Swimming	400	4,000
Water Polo	700	2,000
Table Tennis	500	209,000
Tennis	1,750	1,000,000
Volleyball	2,700	250,000
Weightlifting	--	--
Wrestling	2,750	5,000
Yachting	4,000	275,000

Note: The above numbers are the best estimates of the sports associations involved based on their interpretation of participaton. Data collection methods and participation definitions vary among organizations.

Sources: Canadian Olympic Association; Ontario Sports Centre Inc.

EXHIBIT II.13

PERCENT OF POPULATION PER PROVINCE VERSUS PERCENT OF OLYMPIC ATHLETES



Source: Handbook of Canadian Consumer Markets, Conference Board of Canada; Canadian Olympic Association

- Participation levels high. Toronto and Ontario's sports participation rates are enviable; available data shows that Ontario residents participate in most Olympic sports on a regular basis (see Exhibit II.12).

- Prominent participation on Olympic Teams. Residents of Southern Ontario have figured prominently in Canada's past Olympic teams as shown in Exhibit II.13. At least 45% of Canada's 1980 and 1984 Olympic teams were comprised of Ontario athletes, although the province accounts for 35% of the country's population.

High Level of Cultural Participation Consistent with Olympics Arts Festival

The cultural capital in Canada, Toronto offers audiences a rich cultural experience. Over six million people a year enjoy the diversity of events that the arts and culture community offers. From music and theatre in the city's parks to broadway productions and world-class art exhibits, the arts are easily accessible in Toronto.

- Cultural organizations and associations abundant in Toronto. Many national professional associations and service organizations have made Toronto their home base, reinforcing the strength of the city's cultural community. In total, there are now over 200 cultural and artistic institutions and organizations in the Toronto area (Appendix G). Hundreds of community and multicultural drama, music and dance groups are also active in the city. Many of these groups offer performances in languages other than English.

- Arts and culture audiences increasing. Arts and cultural facilities and events attract more than double the city's population on an annual basis. Attendance overall has also been increasing steadily over the past decade and is expected to reach almost 10 million by 1989 and 25 million by 1999.

- Arts broadly accessible. The arts in Toronto are broadly accessible to all groups in society as reflected in the city's high cultural participation rate. Many of the city's arts and cultural experiences are available to anyone at little or no cost:

  - Toronto's Parks and Recreation Department offers the largest and longest running free program of outdoor music and drama in parks throughout the city. There is something for everyone, from opera and jazz to children's theatre and puppet shows. The annual summer presentation of a Shakespearean play in High Park draws close to 3,000 people a night.

- Visual arts are also highly accessible in the City. In addition to the many public and commercial galleries, the Toronto Public Arts Commission promotes artistic excellence.
- Toronto's three waterfront parks (the Toronto Islands, Harbourfront and Ontario Place) are also a reflection of the accessibility of arts and culture in Toronto. From performances and art shows by well-known artists to community music presentations and artist workshops, the waterfront offers millions of residents and visitors each year a unique and rich cultural experience.

* * * * *

Toronto is clearly a premier North American City and has the wide range of world-class facilities and the infrastructure required to host the Olympics, as well as other key attributes that the IOC requires of host cities. While it is difficult to obtain extensive comparison data for cities around the world, the evidence of Toronto's qualities presented in this chapter demonstrate that it would be a strong candidate for the 1996 Olympics. Toronto and the surrounding region also have most of the required sporting and cultural venues already in place to host Olympics events, as is explained in the following chapter.

III - TORONTO'S OLYMPIC VENUES

III - TORONTO'S OLYMPIC VENUES

In addition to its other strong attributes as an Olympic host city, Toronto and the surrounding region already have in place the majority of the sporting and cultural venues required to host the Games in 1996. The focus of the proposed venue plan is Metropolitan Toronto, although venues would be spread throughout much of Southern Ontario to take advantage of excellent facilities in other cities and to spread the benefits of hosting the Olympics. This illustrates the feasibility of staging the Games largely based on existing facilities.

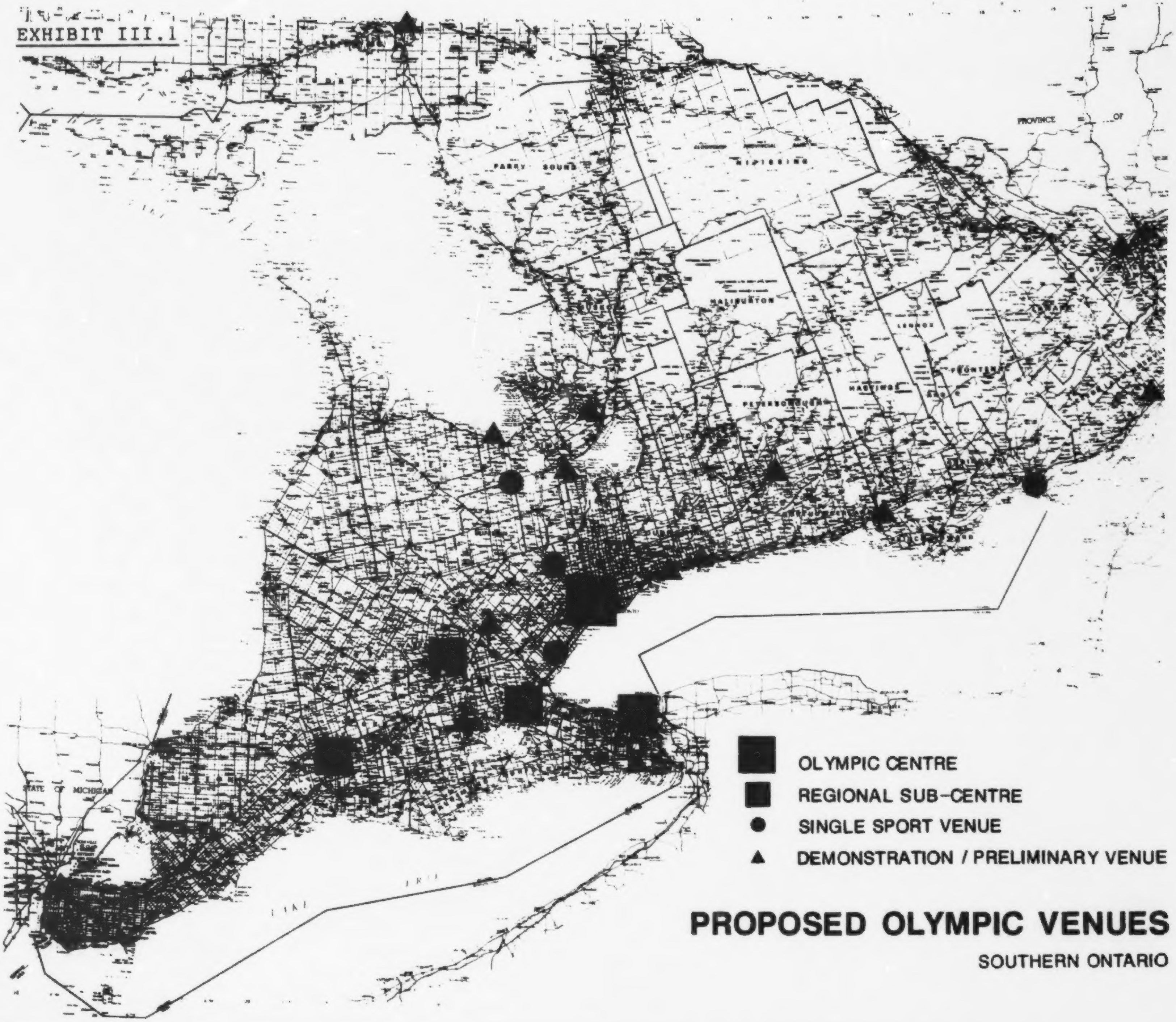
This chapter describes the overall sporting venues concept, which has been modelled after the Los Angeles experience; provides details of the possible locations of many of the venues; outlines required upgrading of existing facilities; and discusses the selection of possible training and alternative venues. It should be noted that the proposed venues plan is strictly a preliminary concept at this point that illustrates the feasibility of hosting the Games. Many changes to these venues are likely, and details would have to be worked out with facility owners and operators in each case. (Most were contacted only on a very preliminary basis in connection with this study.) Preliminary capital-cost estimates for the sporting venues are presented, and the principal cultural venues that would be utilized in the Olympics cultural festival have been identified. Details of proposed or possible venues for each sport are included in Part Two - Olympic Venues, a detailed section on the venue alternatives for each sport.

OVERALL SPORTING VENUES CONCEPT

The Los Angeles Olympics in 1984 relied where possible on existing sporting venues located within, or in close proximity to, the Greater Los Angeles area. Several required new venues were built, including the rowing course, onshore facilities for yachting, the velodrome, swimming complex and shooting range. A major upgrade was also at the Los Angeles Coliseum.

The overall venues concept, which has been developed by the Toronto/Ontario Olympic Council, is similar and comprises a network of existing facilities, refurbished and/or expanded facilities, and newly constructed venues dispersed throughout Metropolitan Toronto, the Golden Horseshoe and some other locations in Southern Ontario, as shown in Exhibits III.1 and III.2. Several of the new facilities required for the Toronto Olympics are the same as were required in Los Angeles.

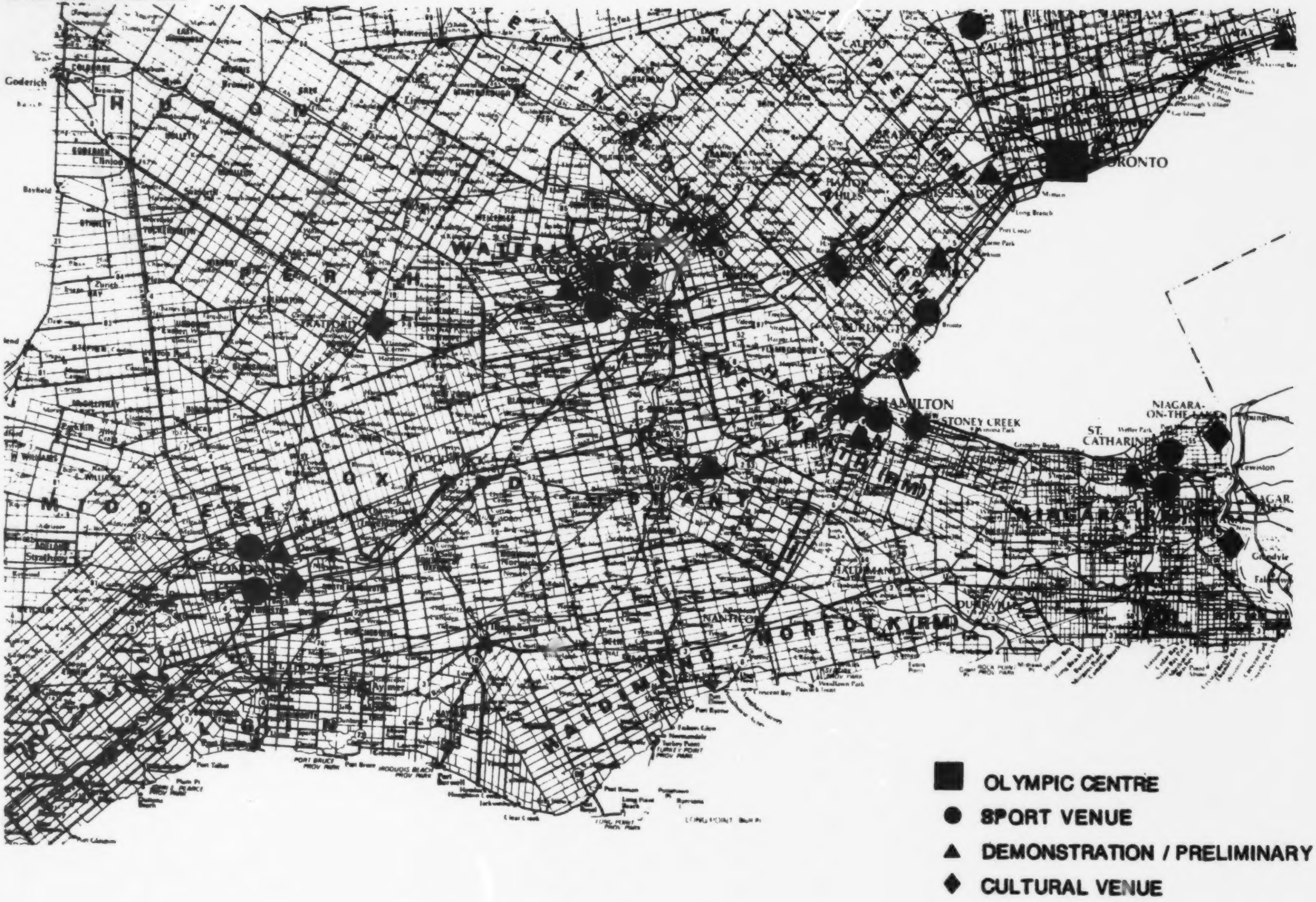
EXHIBIT III.1


■ OLYMPIC CENTRE
■ REGIONAL SUB-CENTRE
● SINGLE SPORT VENUE
▲ DEMONSTRATION / PRELIMINARY VENUE
PROVINCE OF
PARRY SOUND
NIPISSING
HALIBURTON
LENNOX
FRONTENAC
HASTINGS
PETERBOROUGH
STATE OF MICHIGAN
LAKE ERIE

PROPOSED OLYMPIC VENUES

SOUTHERN ONTARIO

EXHIBIT III.2


Goderich
TORONTO
HAMILTON
STONEY CREEK
ST. CATHARINES
NIAGARA-ON-THE-LAKE
HURON
PERTH
WATERLOO
WELLINGTON
PEEL
HALTON
OXFORD
MIDDLESEX
ELGIN
BRANT
HALDIMAND-NORFOLK (RM)
NIAGARA (RM)
HAMILTON-WENTWORTH (RM)
■ OLYMPIC CENTRE
● SPORT VENUE
▲ DEMONSTRATION / PRELIMINARY
◆ CULTURAL VENUE

PROPOSED OLYMPIC VENUES

GOLDEN HORSESHOE

Venues Concept Based on Several Important Principles

The overall venues configuration that has been developed is based on the following important principles, which are a major thrust of the Toronto/Ontario Olympic Council's proposed bid:

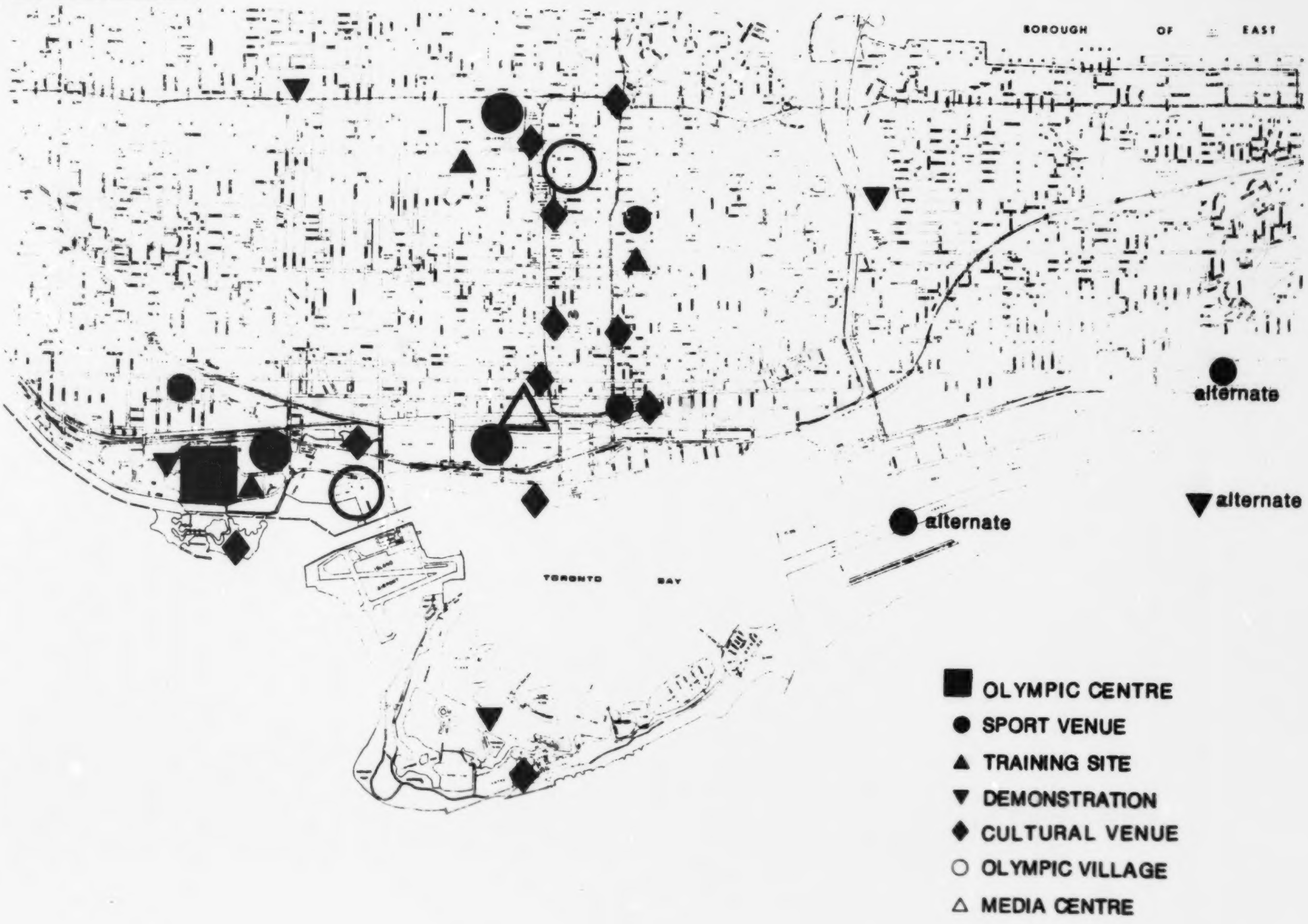
- Minimize construction of new facilities. The Los Angeles experience has demonstrated how well the various Olympic events can be staged in existing venues with relatively little financial expenditure. No new facilities would be built unless absolutely necessary. It should be noted that the venues configuration in this chapter is based on facilities existing in 1986, and it is quite likely that by 1990 when the host city is selected, some additional appropriate sporting venues will be in place, thereby reducing the requirements for new facilities.

- Where appropriate, use temporary facilities or upgrading to bridge the gap. In Los Angeles, many temporary facilities were built, and it was shown that suitable venues could be created at minimal cost to satisfy the short-term needs of specific sports for the Olympics.

- Upgrade existing facilities to Olympic standards. Where existing venues are used, the focus should be on any upgrading required to bring them up to Olympic standards such as new athletic equipment, lighting, signage, communications systems, dressing facilities and perhaps new flags and a fresh coat of paint. This upgrading enhances the facilities for both the Olympics and for regular users afterwards. A good example of this in Toronto is the signage put in place at Varsity Stadium for the 1976 Olympic Games Football Events.

- Spread benefits among municipalities. It is important to involve other principal Southern Ontario cities as co-hosts of the Olympics. The Olympic Ideals stress participation and cooperation, which would be reinforced with this co-host cities policy. At the same time, it should be ensured that such "benefit-spreading" still maintains a compact venues configuration consistent with previous Olympic Games. This would also provide an opportunity for other Toronto-area municipalities to incorporate new Olympic facilities in their plans for future recreational facilities. It may be possible, for example, when planning a new facility, to make changes that would bring it up to Olympic standards. At the Lake Placid Winter Olympics in 1980, a new arena complex was built with considerable extra seating that was removed after the Games and replaced with other planned facilities.

EXHIBIT III.3


BOROUGH OF EAST
TORONTO BAY
alternate
alternate
alternate
■ OLYMPIC CENTRE
● SPORT VENUE
▲ TRAINING SITE
▼ DEMONSTRATION
◆ CULTURAL VENUE
○ OLYMPIC VILLAGE
△ MEDIA CENTRE

PROPOSED OLYMPIC VENUES

DOWNTOWN TORONTO

- Intermingling of sporting events with Olympic Festival. The cultural festival associated with the host city plays an important role in extending the city's rich ethnic background to residents and tourists alike and, indeed, to the entire world. The Olympics, along with the associated demonstration and exhibition sports, could combine forces with the cultural festival to produce a truly spirited Olympiad. Consider the following possibilities:

  - Native peoples' celebration in combination with the World Lacrosse Event in Brantford.

  - German Heritage Week and Mennonite Fair linked with Olympic Football Preliminaries in Kitchener/Waterloo.

  - United Empire Loyalists' festivity linked with the Olympic Sailing Events in Kingston.

  - North American Classic Car Conference and Show in conjunction with the pre-Olympic baseball competition in Oshawa.

  - Caribana Festival held on the Toronto Islands just prior to the Olympic kick-off and the CHIN Picnic to close off the celebration.

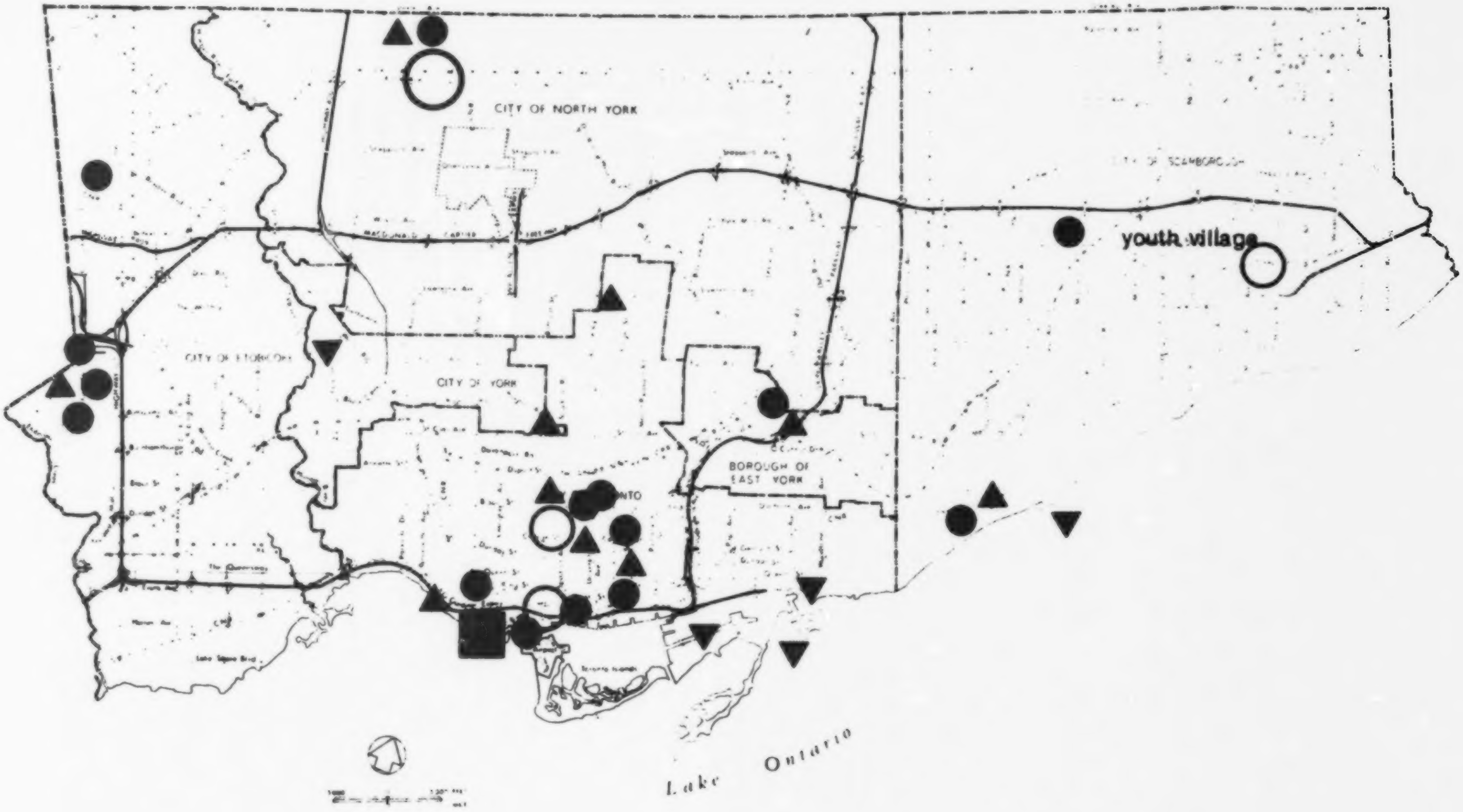
- Locate and design new venues to achieve greatest residual benefit. New facilities, when necessary, should be built with long-term uses in mind. This could involve conversion of a facility to other uses after the Olympic Games or its sale to an appropriate public or private sector organization. Adaptive reuses enable development of new top-quality training and competition sites for Southern Ontario's athletes, development of important new recreational venues for occasional users and, in some cases, even redevelopment as major tourist attractions. Some of these possibilities are discussed specifically in connection with a few of the principal new facilities required.

Downtown Toronto is Focus for Venues

Overall, the Olympics will have a primary focus in downtown Toronto where the following major venues would be located (Exhibit III.3):

- The domed stadium, to be used for the Opening and Closing Ceremonies, as well as Olympic sports;

EXHIBIT III.4


CITY OF NORTH YORK
CITY OF SCARBOROUGH
youth village
CITY OF ETOBICOKE
CITY OF YORK
TORONTO
BOROUGH OF EAST YORK
Lake Ontario

new swimming / diving complex
to be located within metropolitan toronto area

■ OLYMPIC CENTRE
● SPORT VENUE
▲ TRAINING SITE
▼ ALTERNATE SITE
○ OLYMPIC VILLAGE

PROPOSED OLYMPIC VENUES

METROPOLITAN TORONTO

- Exhibition Stadium, to be expanded on a temporary basis, hosting all of the track and field events;

- The Metro Toronto Convention Centre, which will be the international media centre for the Olympics (located directly across the street from the new CBC headquarters complex, to be completed by 1988);

- Olympic Village for the media, a new housing complex located in the downtown area (to be sold afterwards);

- Olympic Village for games officials, the existing residence complexes at the University of Toronto.

Principal proposed cultural venues are also indicated in Exhibits III.2 and III.3. Among the other major facilities in Metro, as shown on the map in Exhibit III.4, would be the athletes' Olympic Village at York University, which would include all existing residence buildings plus some new ones, as well as the National Tennis Centre, which would be used for all Olympic tennis events.

All proposed or possible sporting venues are listed in Exhibit III.5 by sport along with estimated spectator capacities and capital costs (where applicable). Alternate sites and training facilities are also indicated. This configuration is totally flexible because of the many alternatives that exist. Sports for which venues are now considered relatively fixed are marked with an asterisk.

Toronto has Compact Venues Configuration

The venues concept presented thus far reflects the overall guiding principles that have been outlined. As discussed, this is not yet a fixed concept, and certainly both major and minor changes would occur. Should it be appropriate, for example, in the context of the IOC bid to go with an even more compact or consolidated venues configuration, this would also be possible. The alternative consolidated venues concept is illustrated on the map in Exhibit III.6. The cost implications of this alternative have not been explored at this early stage.

Both the proposed venues configuration and the more consolidated configuration compare favourably in compactness with previous Olympic Games. As shown in Exhibit III.7, Toronto would have more events staged within a 10 km radius than either Munich, the most operationally successful Games in Europe, or Los Angeles, considered the most operationally successful Games in North America.

EXHIBIT III.5

ACCEPTABLE VENUES EXIST

SPORT/EVENT	SITE/STADIUM (ALTERNATE SITE)	SPECTATOR CAPACITY	TRAINING FACILITY (ALTERNATE SITE)	ESTIMATED COST ($M)
Opening Ceremonies	Domed Stadium Toronto	60,000	N/A	N/A
	(Exhibition Stadium)			
Archery	E.T. Seton Park N. York/E. York	2-3,000 (temporary)	Competition Site/ Sunnybrook Park	$ 1.0
	(Eglinton Flats York)		(E.T. Seton Park East York)	
*Athletics[1]	Exhibition Stadium Exhibition Place Toronto	90-100,000 (40,000 temporary)	York University/ Centennial Park	$70.0
Badminton	Varsity Arena Toronto	4-5,000	University of Toronto	$ 1.0
*Basketball	Copps Coliseum Hamilton	17,500	McMaster University/ York University	$ 1.0
Boxing[2]	Proposed Convention Center, Scarborough	8-10,000 (temporary)	Competition Site/ York University	$ 3.0
	(New temp. facility Scarborough)		(Competition Site)	
Canoeing[3]	Royal Canadian Henley Course St. Catharines	20,000 (5,000 temporary)	Competition Site	$ 1.0
	(Keating Ship Channel Toronto)		(Competition Site)	
Cycling	New Olympic Velodrome Hamilton/Oakville	8,000 (4,000 temporary)	Competition Site	$25.0
Cycling[4] Road Racing	Hamilton/Oakville	3-5,000 (temporary)	Competition Site	$ 1.0
Equestrian	Woodbine Race Track Etobicoke	25-30,000 (10,000 temporary)	Competition Site	$ 5.0
	(Greenwood Race Track Toronto)		(Competition Site)	
Equestrian 3-Day Event	Joker's Hill King City	2-3,000 (temporary)	Competition Site	$ 1.5
Fencing	Thompson Arena Univ. of Western Ontario, London	5-6,000 (2,000 temporary)	Competition Site/ York University	$ 1.5
	(Guelph Memorial Gardens)		(Univ. of Guelph)	

SPORT/EVENT	SITE/STADIUM (ALTERNATE SITE)	SPECTATOR CAPACITY	TRAINING FACILITY (ALTERNATE SITE)	ESTIMATED COST ($M)
*Football	Exhibition Stadium Exhibition Place Toronto	90-100,000 (40,000 temporary)	Competition Site	
prelim's[5]	Varsity Stadium Toronto	25,000 (5,000 temporary)	Competition Site	$ 1.0
	Centennial Stadium Etobicoke	10-15,000	"	$ 1.0
	Birchmount Stadium Scarborough	"	"	$ 1.0
	Centennial Stadium Kitchener	"	"	$ 1.0
	Seagram's Stadium Waterloo	"	"	$ 1.0
	J. W. Little Stadium London	"	"	$ 1.0
	Kingston	"	"	$ 1.0
	Oakville	"	"	$ 1.0
	Windsor	"	"	$ 1.0
Gymnastics/ Rhythmic Gymnastics	Domed Stadium Toronto	20-30,000 (5,000 temporary)	Competition Site/ York University/ Univ. of Toronto	$ 3.0
Handball	Coliseum Exhibition Place Toronto	7-8,000	Competition Site/ Local Arenas	$ 1.5
*Hockey[6]	Ivor Wynne Stadium Hamilton (Men's Events)	30,000	Competition Site	$ 1.0
	Lamport Stadium Toronto (Women's Events)	10,000	Competition Site	$ 0.5
Judo	London Gardens London	6,000 (1,000 temporary)	Univ. of Western Ontario/ York University	$ 1.0
	(New Facility Mississauga)		(York University)	
Modern Pentathlon	Etobicoke Olympium Centennial Park, & Woodbine Race Track	3-5,000 (temporary)	Competition Sites	$ 1.0
	CFB Borden Barrie		Competition Site	
	(Local London Facilities)		(Competition Sites)	

EXHIBIT III.5 (cont'd)

SPORT EVENT	SITE/STADIUM (ALTERNATE SITE)	SPECTATOR CAPACITY	TRAINING FACILITY (ALTERNATE SITE)	ESTIMATED COST ($M)
*Rowing[3]	Royal Canadian Henley Course St. Catharines	20,000 (5,000 temporary)	Competition Site	$ 1.0
Shooting	CFB Borden Barrie	2-3,000 (temporary)	Competition Site	$ 1.5
*Swimming/[7] Diving	New Olympic Complex Metropolitan Toronto	15-20,000 (5,000 temporary)	Competition Site/ Etobicoke Olympium/ Brock University	$65.0
prelim's demo's	Brock University St. Catharines		Alex Baumann Pool Sudbury	$ 0.5
*Synchronized[8] Swimming/ Waterpolo	Etobicoke Olympium Etobicoke	5-7,000 (3,000 temporary)	Competition Site/ Univ. of Toronto	$10.0
Table Tennis	Automotive Building Exhibition Place Toronto	4-5,000 (temporary)	Competition Site	$ 3.0
	(Guelph Memorial Gardens)		(Competition Site)	
*Tennis	National Tennis Centre York University North York	15,000 (5,000 temporary)	Competition Site	$ 1.0
*Volleyball	Maple Leaf Gardens Toronto	16,500	Ryerson Polytech/ Univ. of Toronto	$ 1.5
Weightlifting	O'Keefe Centre Toronto	3,000	University of Toronto	$ 0.5
	(New Convention Centre, Arena or Theatre Metropolitan Toronto)		(Competition Site)	
Wrestling	Kitchener Memorial Auditorium Kitchener	6-7,000 (1,000 temporary)	Competition Site/ Univ. of Waterloo/ York University	$ 1.5
	(New Facility Mississauga)		(Competition Site)	
*Yachting	Portsmouth Olympic Harbour Kingston	N/A	Competition Site	$ 1.5
Closing Ceremonies	Domed Stadium Toronto	60,000	N/A	N/A
	(Exhibition Stadium)			
	TOTAL ESTIMATED COST OF OLYMPIC SPORTING VENUES:			$215.0

FOOTNOTES:

1. Athletics training and demonstrations to take place throughout Metropolitan Toronto at tracks which have been upgraded to meet Olympic standards.
   Examples: St. Michael's College School, York
   Lawrence Park Collegiate, Toronto
   Central Technical School, Toronto
   North York Civic Stadium, North York
2. Final bouts for Boxing could be held at either Maple Leaf Gardens or the Domed Stadium.
3. Temporary stands for 5,000 spectators to be erected at the combined finish line for both canoeing and rowing. A further 15,000+ spectators may be accommodated standing along the banks of the course.
4. Start/Finish line for Cycling's road events to be located at the Velodrome.
5. Preliminary football matches to be held in various stadia throughout Southern Ontario. Spectator capacities will be supplemented by temporary seating and will range from 10-15,000 with 25,000 at Varsity Stadium in Toronto.
6. Hockey training and demonstrations to take place at local stadia which have been upgraded to include artificial turf.
7. New Olympic swimming/diving complex will be located within the Metropolitan Toronto area.
8. Synchronized Swimming and Waterpolo events could be held at the Etobicoke Olympium if the seating capacity was raised to 5-7,000. This may be accomplished through physical expansion of the facility to include temporary stands for the duration of the Games.

* Denotes venues for which alternatives have not been identified, generally restricted due to required seating capacities. All other venues have been regarded as much more flexible as to type of sporting event to be held.

EXHIBIT III.5 (cont'd)

DEMONSTRATION/EXHIBITION SPORTS PROPOSED VENUES

SPORT EVENT	SITE/STADIUM	TRAINING FACILITY
*Special Olympics Athletics	Exhibition Stadium Exhibition Place Toronto	Centennial Park Stadium Etobicoke
*Special Olympics Swimming	New Olympic Complex Metropolitan Toronto	Etobicoke Olympium Etobicoke
*Olympics for the Disabled[1] Athletics	Exhibition Stadium Exhibition Place Toronto	Variety Village/ Birchmount Stadium Scarborough
*Olympics for the Disabled[1] Swimming	New Olympic Complex Metropolitan Toronto	Athletic Centre University of Toronto
*Baseball[2]	Domed Stadium Toronto (Finals)	Competition Site
	Durham Fields Oshawa	Competition Site
Board Sailing	Georgian Bay Collingwood	Competition Site
*Lacrosse	Wayne Gretzky Arena Brantford	Competition Site
	Playing Fields Six Nations Reserve	Competition Site
Softball	Municipal Ballparks Southern Ontario	Competition Site
Squash	Local Clubs Metropolitan Toronto	Competition Site
Waterskiing[2]	Long Pond Toronto Islands	Competition Site

NOTE:

Demonstration/exhibition sport events, held at facilities that will be utililized primarily for the Olympic Games or held at venues where facilities presently exist, will therefore not require major additional capital costs.

FOOTNOTE:

1. Including the following disabled sports groups: amputee, blind, cerebral palsy, deaf, and wheelchair.

2. Could be designated as Olympic Demonstration Sports.

OLYMPIC VILLAGES PROPOSED LOCATIONS

VILLAGE/ REQUIRED ACCOMMODATION	LOCATION	NUMBER OF EXISTING BEDS	NUMBER OF NEW BEDS	ESTIMATED COST
*Athletes' Village[1] 8,000 beds	York University North York	5,500	2,500	$ 25.0
Media Village[1] 8,500 beds	Downtown Development Toronto	N/A	8,500	$ 95.0
*Officials' Village[1] 4,000 beds	St. George Campus University of Toronto	3,000	1,000	$ 10.0
	TOTAL ESTIMATED COST OF OLYMPIC VILLAGES:			$130.0MM
	PLUS ESTIMATED COSTS OF SPORTING VENUES			$215.0MM
	TOTAL CAPITAL COSTS			$345.0MM
	LESS PROJECTED RECOVERIES			$180.0MM
	NET CAPITAL COSTS			$165.0MM

FOOTNOTE:

1. Land acquisition costs have not been factored into the estimated construction and carrying costs of the Olympic Villages. Recovery revenues would naturally rise with the inclusion of land costs, therefore the net financial picture would remain unchanged.

FEW NEW FACILITIES REQUIRED

The availability of excellent sporting venues in the Metropolitan Toronto area and nearby cities in Southern Ontario means that relatively few new facilities would be required to host the 1996 Olympics. The most expensive components of the proposed new facilities would be the construction of olympic villages to house athletes and media, a new swimming complex and a velodrome. The premier proposed Olympic venue, the domed stadium, would already be in place well before 1996.

Domed Stadium is Premier Olympic Venue

Toronto's planned domed stadium, scheduled for completion in 1988, is proposed as the premier venue for the 1996 Olympics. The stadium would provide an outstanding visual and symbolic focus for the Toronto Olympics as its proposed retractable roof design will be unique in the world. The stadium's close location to Toronto's Union Station (the focus of subway and commuter rail lines) makes it highly accessible; and it would also be adjacent to the international broadcasting centre, which would be housed in the Metro Toronto Convention Centre, and principal downtown hotels housing Olympic VIPs.

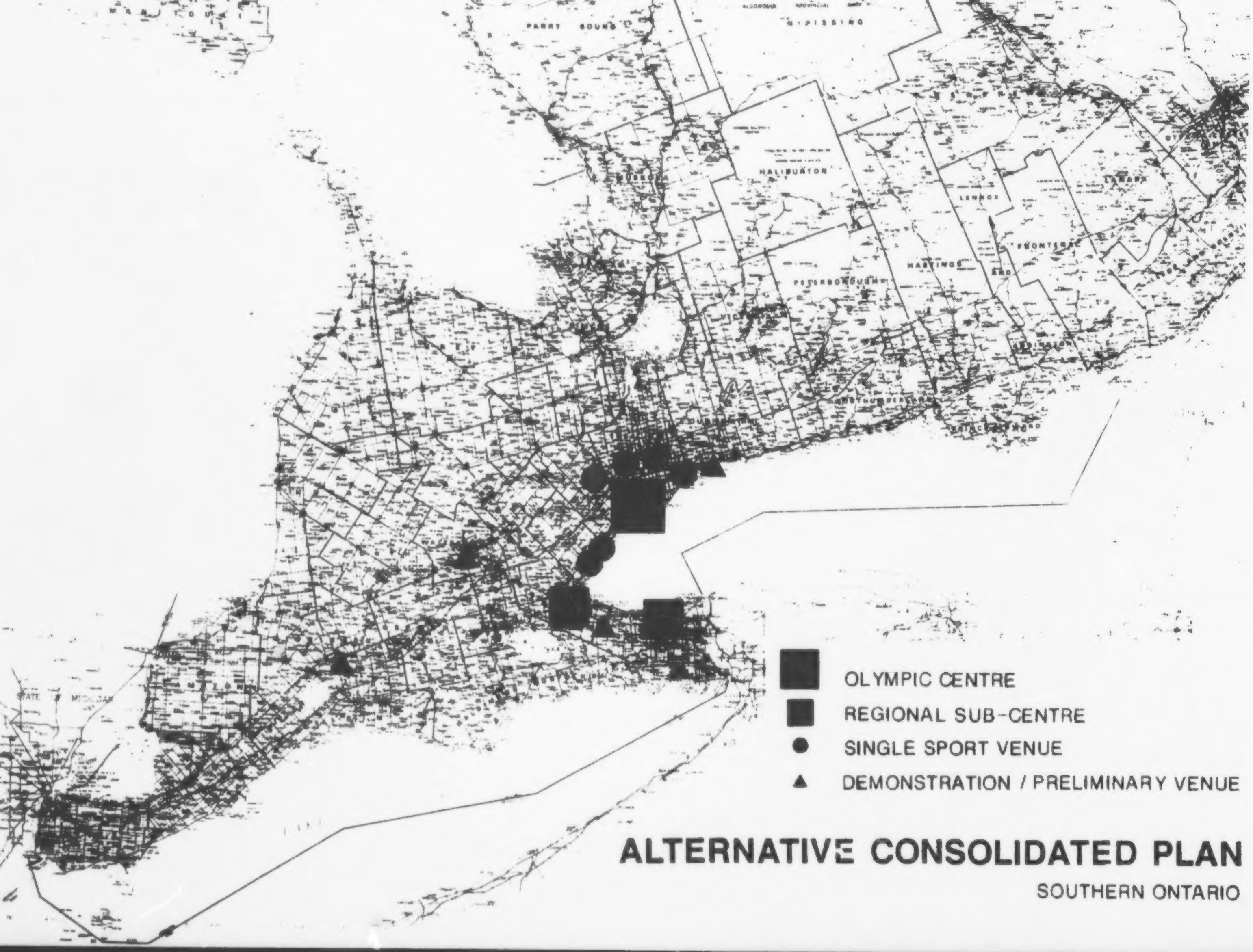
At this preliminary stage, it is anticipated that the following events could be hosted in the domed stadium, taking advantage of either the full seating configuration of up to 65,000 or other lesser configurations for particular events requiring closer-range seating:

- Opening and Closing Ceremonies. These would be held in the Dome, which will have outstanding facilities for world-wide media coverage. It could be appropriate (weather permitting) to retract the roof during the Opening Ceremony itself as a dramatic feature, and to close it during the Closing Ceremony to symbolize the end of the 100th Anniversary Olympics.

- Gymnastics events. These would be held in the Dome throughout the period of the Olympic Games, as this is a high-profile feature that can take place in an indoor or outdoor environment (the dome offers both).

- Finals for other sports. Many of the finals in various sports could be held in the Dome to take advantage of its large seating capacity and excellent facilities (which will include 32 food concession areas and 82 washrooms). These finals could include field hockey, boxing, tennis and volleyball.

EXHIBIT III.6

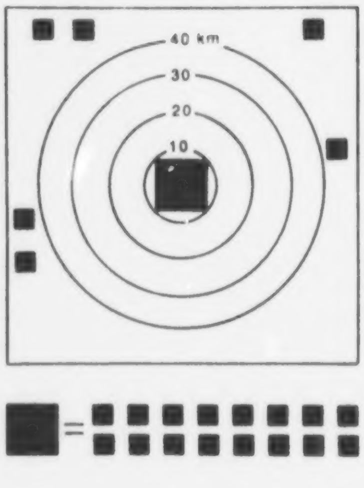

SUDBURY
PARRY SOUND
NIPISSING
HALIBURTON
LENNOX
FRONTENAC
HASTINGS
PETERBOROUGH
LANARK
PROVINCE OF
STATE OF MICHIGAN
OLYMPIC CENTRE
REGIONAL SUB-CENTRE
SINGLE SPORT VENUE
DEMONSTRATION / PRELIMINARY VENUE

ALTERNATIVE CONSOLIDATED PLAN

SOUTHERN ONTARIO

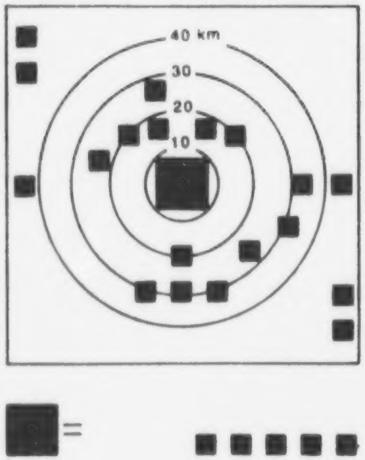
EXHIBIT III.7

MUNICH 1972


40 km
30
20
10
=

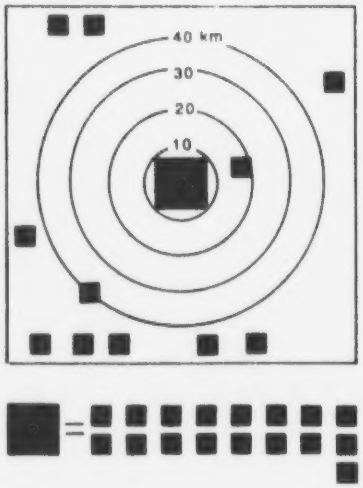
Total Number of Sports : 22

LOS ANGELES 1984


40 km
30
20
10
=

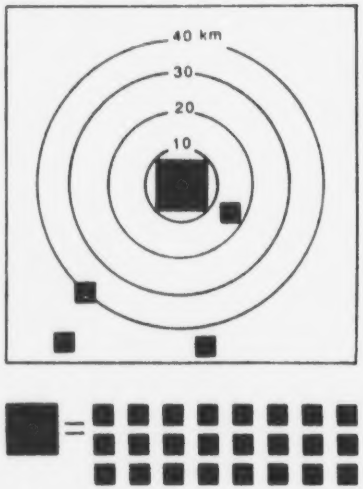
Total Number of Sports: 24

TORONTO PROPOSED 1996


40 km
30
20
10
=

Total Number of Sports : 28

TORONTO CONSOLIDATED


40 km
30
20
10
=

Total Number of Sports : 28

TORONTO'S VENUES CONFIGURATION COMPARATIVELY COMPACT

- Demonstration sports. Selected demonstration sports such as baseball and football could also be held in the Dome, subject to scheduling considerations. The design allows for major changes in seating configurations within a two-hour period.

- Closed circuit broadcasts of other events. The Dome will feature a huge state-of-the-art computerized video scoreboard that could be used to broadcast all events made available via television network feeds, as well as replays of existing and previous events.

- Cultural events. The domed stadium can also be adapted to handle a variety of cultural events ranging from theatrical performances to rock concerts.

As the domed stadium will be in place several years before the 1996 Olympics, it precludes the need to construct a premier Olympic stadium, and its use as an Olympic venue would entail no major additional capital costs.

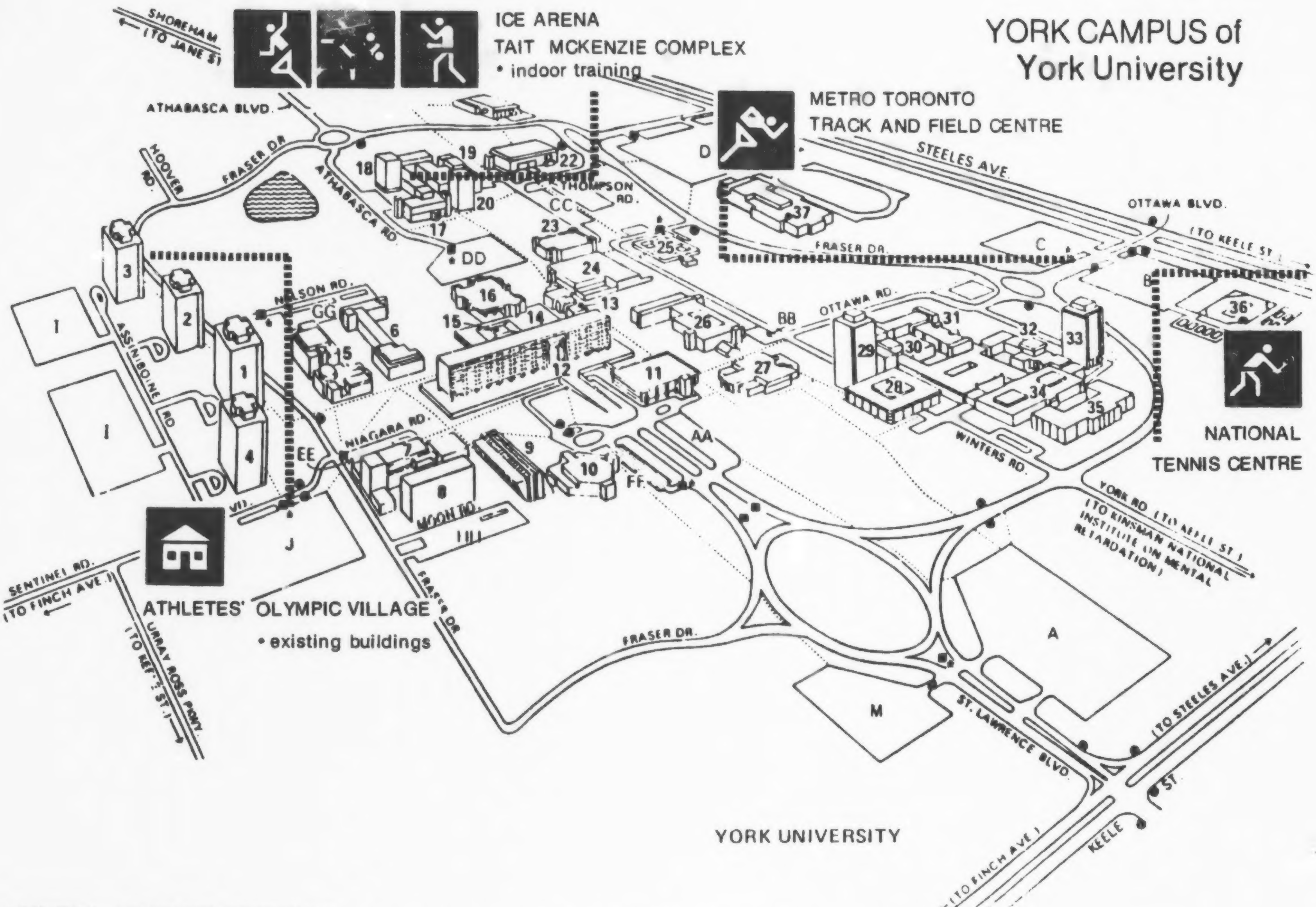
Olympic Villages for Athletes and Media to be Built

It will be necessary to construct major facilities to house the many thousands of athletes and media representatives who will attend the Games. While a media village is not mandatory, analysis shows that too much prime hotel space would be utilized (needed to house VIPs and other visitors) if no media village is provided.

- Athletes' Village. This would be based at York University (see Exhibit III.8) and make full use of existing residence facilities on campus that would accommodate an estimated 5,500 athletes. However, this would have to be supplemented by the development of some new residential buildings to accommodate the other 2,500 athletes. The new buildings would be located on York University land that has been slated for other development and ultimately sold as residential housing complexes after the Games. (Alternatively, they could be built by a developer in the first place, leased out during the period of the Games and reconverted to normal residential use after the Games.)

- Media Olympic Village. This would be a new housing complex located in the downtown area, which is slated for further major housing development. It could be designed as a condominium complex and ultimately sold to developers or, as in the case of the athletes' village, financed by developers and leased out to the Olympic Organizing Committee for use during the Games.

EXHIBIT III.8


YORK CAMPUS of York University
ICE ARENA
TAIT MCKENZIE COMPLEX
• indoor training
METRO TORONTO TRACK AND FIELD CENTRE
NATIONAL TENNIS CENTRE
ATHLETES' OLYMPIC VILLAGE
• existing buildings
YORK UNIVERSITY
SHOREHAM (TO JANE ST)
ATHABASCA BLVD.
HOOVER RD.
FRASER DR.
ATHABASCA RD.
THOMPSON RD.
STEELES AVE.
OTTAWA BLVD.
(TO KEELE ST.)
FRASER DR.
OTTAWA RD.
NELSON RD.
ASSINIBOINE RD.
NIAGARA RD.
MOON RD.
WINTERS RD.
YORK RD. (TO KEELE ST.)
(TO KINSMAN NATIONAL INSTITUTE ON MENTAL RETARDATION)
SENTINEL RD. (TO FINCH AVE.)
URRAY ROSS PKWY. (TO KEELE ST.)
FRASER DR.
FRASER DR.
ST. LAWRENCE BLVD.
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KEELE ST
(TO FINCH AVE.)
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YORK UNIVERSITY : ATHLETES' OLYMPIC VILLAGE AND COMPETITION / TRAINING CENTRE

Olympic officials would be housed in existing residential complexes at the University of Toronto's St. George Campus. A small number of new housing facilities will, however, be required to meet the needs of all officials, and this fits well into the University's long-range planning.

Principal New Facility would be Swimming Complex

An Olympic-standard swimming and diving complex with adjacent warm-up/training pool is the highest profile new sporting facility likely required. As spectator sports, Olympic and international swimming and diving are both major drawing cards. In many cases, the demand for tickets to these sports at past Olympics has surpassed the availability of seats, so it is proposed that a facility with approximately 20,000 seats, including moveable sections, would be built.

An interesting possible adaptive reuse scenario has been conceived for the swimming complex that would help to finance it and ensure that it would remain as a permanent legacy of the 100th anniversary of the Olympics in Toronto (see Exhibit III.9).

- Upon completion of the Games, the training/warm-up pool becomes the designated competition pool. Moveable seating over the original competition pool is dismantled and rebuilt around the former training/warm-up pool. This sets the stage for a remarkable transition of this single-use facility into a diverse swimming/diving/hockey complex (international or NHL standard).

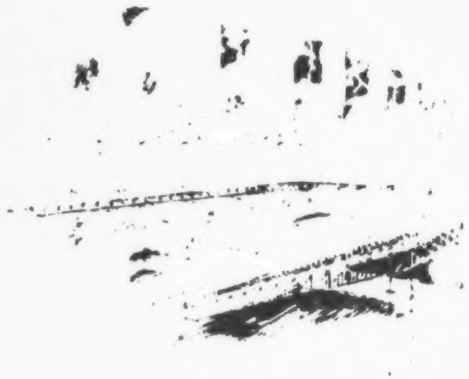
- The former Olympic pool will be drained, filled in, and a new slab floor poured over a mechanical ice-making system. The wide deck surface required by the Olympic pool provides the extra space needed for an international ice hockey rink, or one that converts from international to NHL standard. This major new hockey arena will provide seating for 15,000-20,000 after the inclusion of a permanent wall to separate the swimming facility and additional seating.

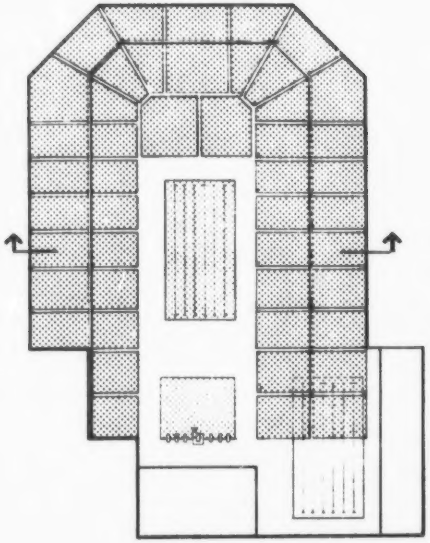
Olympic Velodrome Required

Currently, there is no major, first-class velodrome facility in Ontario, nor is there a principal focus for the sport of cycling. It is proposed that a new velodrome facility be developed at an appropriate location within the Golden Horseshoe, which would partially depend on the adaptive reuse that is considered for the facility after the Olympics. The velodrome would cost an estimated $25 million and have 4,000

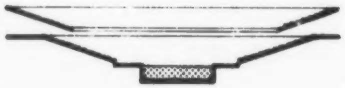
EXHIBIT III.9

OLYMPIC SWIMMING/
DIVING COMPLEX



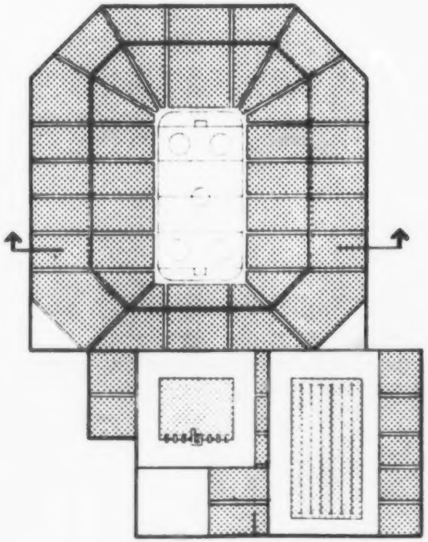


DURING OLYMPIC COMPETITION

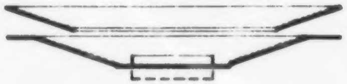


- temporary stands on pool deck
- moveable stands over training pool

NATIONAL SWIMMING CENTRE/
INTERNATIONAL HOCKEY ARENA



POST-GAMES RETROFIT



- pool filled in
- international size ice hockey rink built over former competition pool
- temporary stands removed
- wall constructed between facilities
- swimming / diving stands re-arranged

ADAPTIVE REUSE : OLYMPIC SWIMMING COMPLEX

METROPOLITAN TORONTO

permanent seats, supplemented with 4,000 temporary seats for a total of 8,000. It would be the centre of all cycling events throughout the Olympic Games. The recommended adaptive reuse possibilities after the Games are the following:

- National Cycling Centre. An exciting possibility for reuse would be to turn the complex into a major tourist and recreational attraction. As the National Cycling Centre, the converted velodrome would interpret the sport of cycling in a dynamic way by featuring an IMAX-type audio-visual, giving visitors a first-hand experience of the sport, as well as supporting interpretive exhibits, bicycle rental facilities and some training facilities, including the track of the velodrome. Ideally, a system of bicycle trails would radiate from the complex making it truly the centre for cycling in the province.

- Multi-Use Sports Facility. Under this reuse scenario, the infield of the velodrome could be utilized for a range of sports such as volleyball, basketball, badminton and floor hockey. Special removable seating could be placed on the cycling track itself for these types of events and removed when the complex is being used for cycling events and training, thus enabling it to maintain an important role in the sport of cycling.

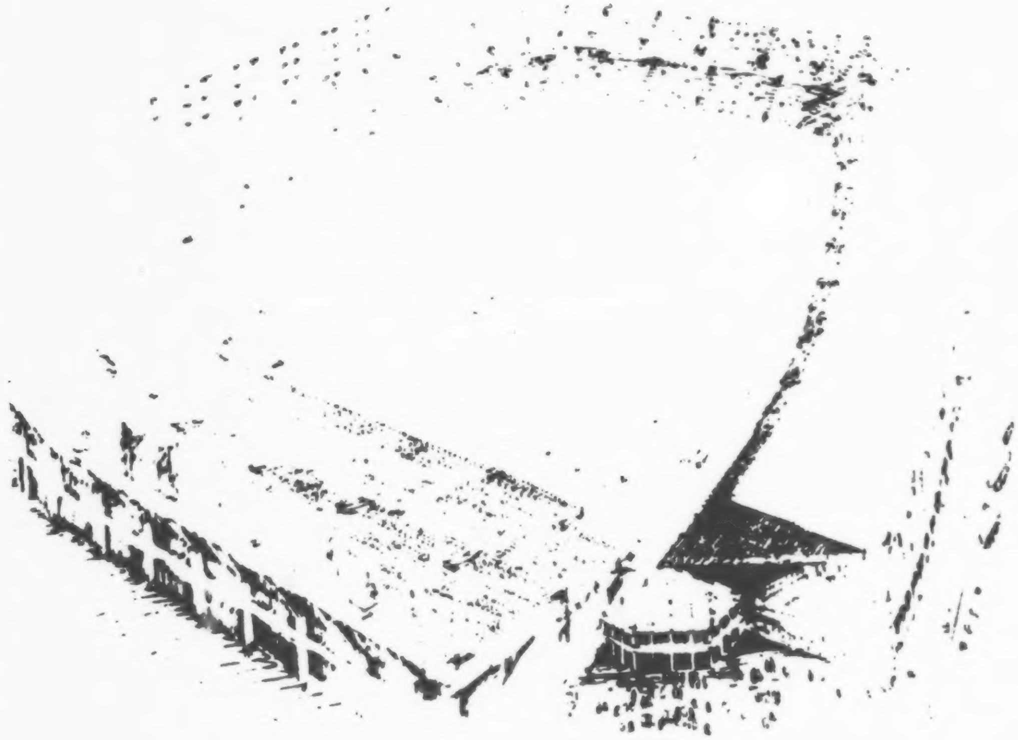
A lower-cost alternative to a full-fledged velodrome complex would be construction of a more temporary facility as was done in Montreal for the 1974 World Cycling Championships and in Los Angeles for the 1984 Olympic Games. It consisted of a temporary track and stands. With the inclusion of a suspended fabric roof above the track and spectator area, this type of temporary venue would be sufficient.

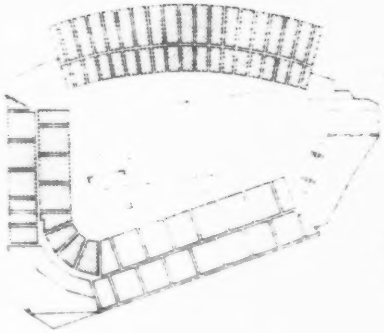
Two Alternative Boxing Venues

Analysis of the overall pattern of sporting events for the 1996 Olympics in the Toronto region indicates that a new facility may be required for boxing in order to have sufficient seating capacity for the Olympics. Such capacity is not available at most arenas in Southern Ontario, except some of the larger ones which have already been tentatively designated for other major Olympic events.

- Planned convention facilities may be used. Additional convention facilities being planned for the Metro Toronto region (such as in Scarborough) could be used as a boxing venue as the column-free space and clear height would enable installation of temporary stands in the order of 8,000 to 10,000 seats, and provision could be made for training and warm-up facilities.

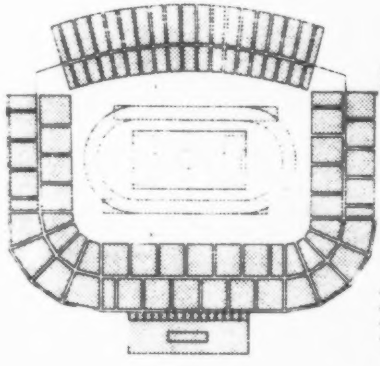
EXHIBIT III.10





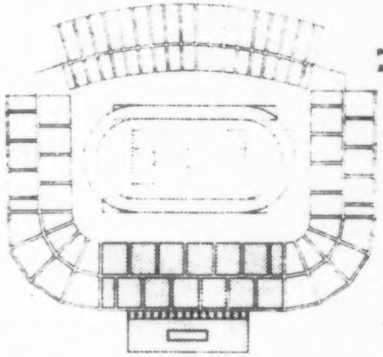
EXISTING CONDITION

- tone represents seating to remain
- professional sports relocated by 1993



DURING OLYMPIC COMPETITION

- new permanent seating
- new temporary seating
- new natural turf field
- new all weather 400m track



POST GAMES ADAPTIVE RE-USE

- tone represents seating to remain
- remainder of seating may be demolished for future development
- office building may contain interim sports centre
- track and field to remain [illegible]

EXPANDED/TEMPORARY FACILITY : EXHIBITION STADIUM

TORONTO

- Temporary outdoor complex could be constructed. This facility would have capacity for 10,000 spectators and be covered over with a suspended fabric roof as there is no need for a permanent facility. Preliminaries and competitive matches would take place at the outdoor boxing complex, although the finals in all weight classes could be held at Maple Leaf Gardens. The ring area would be sheltered as would the spectators, and warm-up and training facilities would be available at York University and Scarborough College of the University of Toronto.

SELECTIVE UPGRADING OF EXISTING FACILITIES

A significant portion of the proposed overall venues development program for the 1996 Olympics would be devoted to the upgrading and refurbishing of various existing sporting complexes in Metropolitan Toronto and other co-host cities. In most cases the major upgrading component is expansion of seating capacity in order to meet Olympics spectator requirements, as well as refurbishing to adequately accommodate media requirements (especially television) and meet up-to-date technical standards of individual sports.

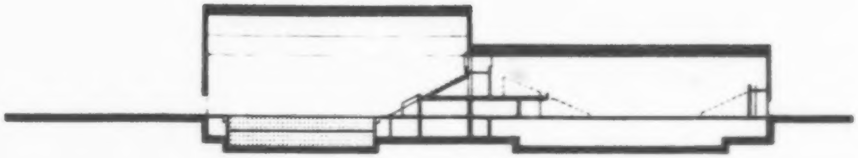
Major Temporary Seating Expansion of Exhibition Stadium

Exhibition Stadium and the domed stadium would be the two major sporting venues for the 1996 Olympics in Toronto. As indicated earlier, all track and field events, which under Olympic regulations must be held outdoors, would be held at the expanded Exhibition Stadium complex. The temporary expansion would primarily consist of the addition of 45,000 new seats to bring the total seating capacity to 100,000 and development of exclusive corporate boxes, which would be an important revenue generator for the Olympics (see Exhibit III.10).

- Significant temporary seating expansion. The seating expansion would be accomplished by replacing the south stands with a new structure, which would include 20-30,000 permanent seats, plus the addition of 30,000 seats in temporary stands at the east and north end of Exhibition Stadium. The existing grandstand and stands along the baseball third baseline would remain.

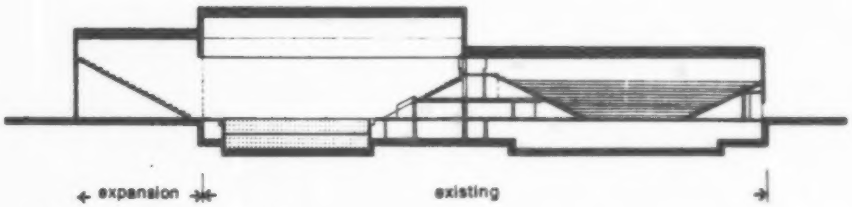
- Corporate boxes convert to office complex. The new structure replacing the south stands would essentially be an eight-to-ten storey office building that, during the Olympics, would house a series of corporate boxes leased out to corporations for the duration of the Games. Prior to the Games it could house the offices of the Olympic

EXHIBIT III.11



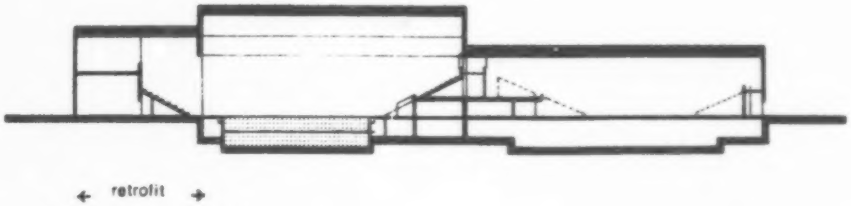
- insufficient spectator capacity for olympic competitions

EXISTING CONDITIONS



- 4-5000 temporary seats for synchronized swimming and water polo events

DURING OLYMPIC COMPETITION

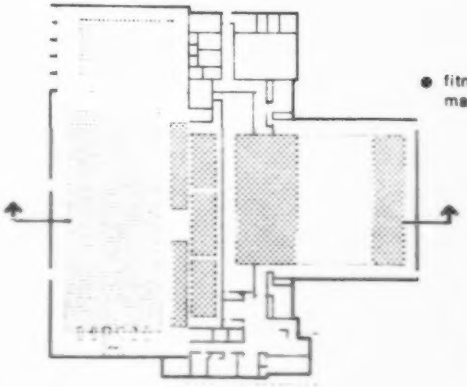


- new squash courts with gymnastics training above

POST GAMES ADAPTIVE REUSE

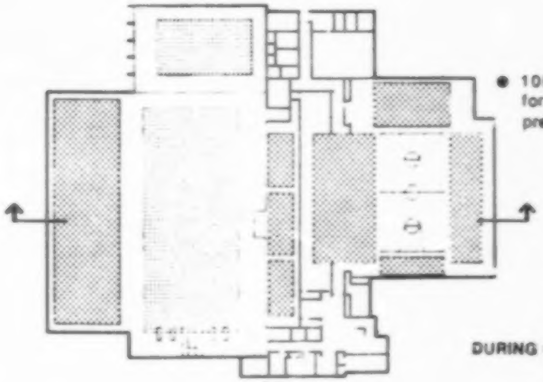
RETROFIT : ETOBICOKE OLYMPIUM

ETOBICOKE



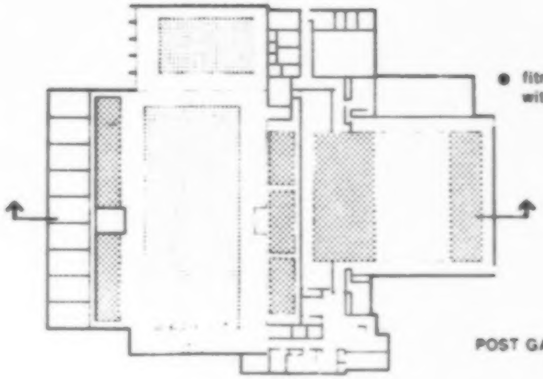
- fitness/ health club may require enlarging

EXISTING CONDITIONS



- 1000 temporary seats: for indoor sports, preliminaries , training

DURING OLYMPIC COMPETITION



- fitness and aerobics with health club below

POST GAMES ADAPTIVE REUSE

Organizing Committee. After the Games this building would become an office complex and could become known as the Centre for Amateur Sport in Ontario. Additional office space available in the complex would be leased out on a regular commercial basis so that the whole operation becomes a commercial enterprise after the Games.

- Various redevelopment possibilities. In addition to being a possible new site for the Ontario sports governing bodies, the remaining office complex could also house a permanent exhibition on the first hundred years of the Olympics and the 100th Anniversary Olympics. It could encompass an Olympics museum/hall of fame, an audio-visual program and other exhibits. This use would relate well to ongoing uses of the CNE site and Ontario Place. The 20-30,000 permanent seats that would remain after the Games along with track and field facilities (see Exhibit III.10) would be used for numerous ongoing sporting events, including spectators for the successful Molson Indy.

  With the sports centre, permanent stands, Olympic standard track and natural turf field in place after the Games, the temporary east and north bleacher seats would be dismantled. The west stands and the Grandstand itself would then become expendable and possibly be demolished to make room for future commercial/recreational/residential development.

Etobicoke Olympium could be Expanded

In order to house synchronized swimming and water polo events, which occur simultaneously with other swimming and diving events, a second major swimming complex would be needed. This could be the Etobicoke Olympium, which, with a $10 million retrofit, would be well-suited for these events (see Exhibit III.11). The expansion would be mainly to accommodate additional required seating (4-5,000 extra seats), which could be partially converted to other sports facilities, as shown, after the Games.

Upgrading of Other Venues Minor By Comparison

As shown in Exhibit III.5, the upgrading at other venues is relatively minor compared to the expenditure planned for Exhibition Stadium. In most cases the total refurbishing and upgrading costs, including installation and removal of temporary seating, is little more than $1-$2 million.

Such an expansion and upgrading program minimizes the cost of the Olympics by making maximum use of existing venues. It also provides a lasting legacy of the Olympics, as the majority of these venues will receive a permanent face-lift of benefit to amateur athletes and the general public well into the future.

TRAINING AND ALTERNATIVE VENUES AVAILABLE

For each of the Olympic venues specified in Exhibit III.5, associated training venues have been selected on a preliminary basis (these, of course, are subject to change). These training venues are indicated in the summary of each sport included in Part Two - Olympic Venues. Training facilities will make much broader use of excellent sporting facilities available in other cities in Southern Ontario in order to enhance their participation as co-host cities. However, for certain sports training facilities may have to be located near principal venues.

In Part Two - Olympic Venues, alternative sites have been shown for many of the sports as well. This reflects the preliminary nature of this study, which has identified a wide range of venues throughout Southern Ontario, only a proportion of which are considered fixed at this point. Clearly, some of the principal events are considered fixed in terms of venue location such as the Opening and Closing Ceremonies at the domed stadium and all of the track and field events at the expanded Exhibition Stadium. In Exhibit III.5, the distribution of sports among tentatively fixed and flexible venues is shown (fixed venues denoted by an asterisk) as an indication of the range of opportunities available for hosting various Olympic sports.

CAPABILITY EXISTS TO HOST CULTURAL FESTIVAL

As a host City, Toronto would be responsible for organizing a cultural festival in conjunction with the Olympic Games. The cultural festival should embrace all the arts and provide a forum for contemporary, avant garde, classical and traditional artists to demonstrate their excellence. As the XXVI Olympiad will commence when the flame is extinguished at the 1992 Olympic Games, Toronto's cultural festival should begin at that point and be an on-going celebration of the Olympiad for its four-year period.

EXHIBIT III. 12

ARTS AND CULTURAL EVENTS

						Weeks					
		1	2	3	4	5	6	7	8	9	10
Dance	Pina Bausch Wuppertaler Tanztheater	●									
	California Dance Festival		●			●			●		
	The Feld Ballet		●								
	Lewitzky Dance Company			●							
	Royal Winnipeg Ballet			●							
	London Contemporary Dance Theatre				●						
	Kodo				●						
	Aman Folk Ensemble				●						
	Merce Cunningham Dance Company					●					
	Korean National Dance Company					●					
	Sankaijuku						●				
	Los Angeles Ballet						●				
	Groupe Emile Dubois						●				
	Ballet Folklorico de Guadalajara						●				
	Nikolais Dance Theatre							●			
	Les Ballets Africains							●	●		
	Bugaku: Treasures from the Kasuga Shrine							●	●		
	San Francisco Ballet								●		
	The Joffrey Ballet									●	
	American Jazz Tap									●	
	Twyla Tharp Dance									●	
	Dance Theatre of Harlem										●
Theatre	Royal Shakespeare Company	●	●	●							
	Nightfire	●	●	●							
	Mark Taper Forum		●	●	●	●					
	The Groundings		●	●							
	Room for Theatre		●	●	●						
	Le Theatre du Soleil		●	●	●						
	Carlo and Alberto Colombaioni			●	●						
	L.A. Theatre Works			●	●						
	Waseeda Sho-Gekijo			●							
	The Victory Theatre			●	●	●	●				
	The Cast			●	●	●	●				
	Odyssey Theatre Ensemble			●	●	●	●				
	Actors for Themselves				●	●	●				
	American Repertory Company				●						
	The Negro Ensemble Company				●						
	A National Theatre of Greece Production				●	●					
	The Ensemble Studio Theatre Los Angeles				●	●	●	●			
	Radeis International					●					
	The National Theatre of the Deaf					●					
	Circus Oz					●	●				
	Cricot 2					●	●	●			
	Los Angeles Actors' Theatre					●	●	●	●		
	Piccolo Teatro di Milano					●	●	●	●		
	Grupo de Teatro Macunaima						●				
	Teatro Taller Epico						●				
	The China Performing Arts Company						●	●			
	Theatre Sans Fil of Montreal, Quebec							●	●		
	Antenna Theatre							●	●		
	De Mexicaanse Hond							●	●		
	Goodman Theatre/Flying Karamazov Brothers							●	●		
Music & Opera	Chamber Music Festival	●	●	●	●						
	Robert Wilson: the CIVIL WarS	●		●							
	Contemporary Music Festival			●	●						
	The Royal Opera						●	●			
	United World Olympiad of Music						●	●			
	The Great Olympics Jazz Marathon								●		
	The Westminster Abbey Messiah								●		
	Prelude to the Olympics: A Gala Concert								●		
	Classic Pops at the Bowl/L.A. Philharmonic								●		
	Olympic Jazz Festival									●	●
Visual Arts	Robert Graham: Studies for Visual Art		●	●	●	●	●	●			
	Los Angeles & The Palm Tree: Image of a City		●	●	●	●	●	●			
	California Sculpture Show	●	●	●	●	●	●	●	●	●	●
	Black Olympics: 1904-1984										
	Los Angeles: Legacies of the 1932 Olympic Games	●	●	●	●	●	●	●	●	●	●
	Olympic Philatelic Exhibition				●	●	●				
	A Day in the Country	●	●	●	●	●	●	●	●	●	●
	The Games of the Xth Olympiad	●	●	●	●	●	●	●	●	●	●
	Australia: Nine Contemporary Artists		●	●	●	●	●	●	●		
	Art in Clay 1950's-1980's in Southern California	●	●	●	●	●					
	The Works of Carlos Almaraz		●		●	●	●	●	●		
	Automobile & Culture	●	●	●	●	●	●	●	●	●	●
	In Context	●	●	●	●	●	●	●	●	●	●
	Bay Area Paintings/New Directions in New York	●	●	●	●	●	●	●	●	●	●
	Kahurangi: Treasures from New Zealand	●	●	●	●	●	●	●	●	●	●
	Art of the States: American Works After the 40's	●	●	●	●	●	●	●	●	●	●
	Masks in Motion		●	●	●	●	●	●	●	●	
	Olympic Rowing: Integrity & Tradition				●	●	●	●	●	●	●
	Mosaic Image			●	●	●	●	●			
Commissions	Olympic Mural Project	●	●	●	●	●	●	●	●	●	●
	Olympic Poster Series	●	●	●	●	●	●	●	●	●	●
	1984 Olympic Photographic Commissions	●	●	●	●	●	●	●	●	●	●
	Robert Graham: Olympic Gateway	●	●	●	●	●	●	●	●	●	●
Festivals & Film	Olympiad of Animation		●	●	●						
	1984 National Video Festival Olympics Screening			●	●	●					
	International Festival of Masks		●								
	A Japanese Festival					●	●	●			
	FILMEX 84			●							
	Plaza de la Raza Folklife Festival				●						
	TOPSail 84					●					

Toronto has a large inventory of cultural facilities that could be utilized as venues for the cultural festival. World-class venues exist to exhibit fine art and to host international music, dance and theatre performances. Hundreds of smaller facilities are available for performances by community groups to ensure that the cultural celebrations are broad-based. First-rate venues also exist in many of the other cities where Olympic events will be held; and they could be included in the festival planning.

Museums and historic sites could be used as venues for innovative celebrations of the Olympic Games, and the new culinary training facility to be built at George Brown College could be potentially utilized for an international culinary festival.

Scope of the Festival is Broad

Each Olympic organizing committee has the discretion to determine the length and scope of the cultural festival. Festivals organized in conjunction with the past four Olympiads have ranged from a four-week festival of native artists at the 1976 Montreal Olympics to a ten-week international celebration at the 1984 Olympics in Los Angeles.

The 1984 festival in Los Angeles was the most comprehensive of its kind in Olympic history (see Exhibit III.12). It included 72 performing arts productions, 30 visual arts exhibitions, 7 festivals and film exhibitions and 4 commissioned art projects. Although the large international events were coordinated and administered by the festival committee, a number of Los Angeles theatre groups also participated in the festival, operating their own facilities and maintaining their own box offices.

In Los Angeles, 48 venues were utilized for festival celebrations. These included large and small theatres, museums, outdoor amphitheatres, a sound stage and university and high school facilities.

Several Premier Performing Arts Facilities Available

To successfully host a large cultural festival, facilities suitable to meet the technical production requirements of each performance are required. As illustrated in Exhibit III.13, Toronto has the first-class facilities required to attract theatre, music and dance performers from around the world. These facilities include music halls, theatres and outdoor amphitheatres. The city's best-known facilities include:

EXHIBIT III. 13

PRINCIPAL CULTURAL VENUES IN METROPOLITAN TORONTO

	Venue	Seating Capacity	Location
Music Halls	Ontario Place Forum	11,000	Ontario Place
	Kingswood Music Theatre	10,000	Canada's Wonderland
	CNE Bandshell	9,000	CNE Grounds
	Roy Thompson Hall	2,812	Downtown
	Massey Hall	2,765	Downtown
Theatres	O'Keefe Centre	3,151	Downtown
	Elgin Theatre	1,560	Downtown
	Royal Alexandra Theatre	1,497	Downtown
	Queen Elizabeth Theatre (CNE)	1,316	CNE Grounds
	Ryerson Theatre	1,250	Downtown
	Bluma Appel Theatre (St. Lawrence Centre)	894	Downtown
	MacMillan Theatre	815	Univ. of Toronto
	Off-Broadway Theatre	785	Downtown
	Crest Theatre	770	Midtown
	Ritz Theatre	632	Midtown
	Tanenbaum Opera Centre	500	Downtown
	Bayview Playhouse	496	Midtown
	Jane Mallet Theatre (St. Lawrence Centre)	483	Downtown
	Young Peoples Theatre Centre	468	Downtown
	Hart House Theatre (U of T)	459	Univ. of Toronto
	Premier Dance Theatre	450	Harbourfront
	Leah Posluns Theatre	444	Willowdale
Museums/Art Galleries	Art Gallery of Ontario		Downtown
	Royal Ontario Museum		Downtown
	George Gardiner Museum of Ceramic Art		Downtown
	Canada's Sports Hall of Fame		CNE Grounds
	Ukrainian Cultural Centre		Downtown
	Art Gallery at Harbourfront		Harbourfront
	Hart House Gallery		Univ. of Toronto
	Market Gallery		Downtown
	Toronto Sculpture Garden		Downtown
Film Festival Venues	The Ontario Place Cinesphere		Ontario Place
	Ontario Science Centre		Don Mills

Note: This is not a comprehensive list of all possible venues in Toronto, but a compilation of the larger and better-known facilities which would most likely play a role in the Olympic Cultural Festival.

Source: Ministry of Citizenship and Culture.

- O'Keefe Centre. Toronto's largest theatre, the 3,200 seat O'Keefe Centre is the home of the Canadian Opera Company and the National Ballet of Canada. Many leading Broadway musicals, comedies and revues are tried out at the O'Keefe.

- Royal Alexandra Theatre. This 80-year-old, Edwardian-style theatre has 1,497 seats and presents musicals, comedies and dramas.

- St. Lawrence Centre For The Performing Arts. The St. Lawrence Centre's two theatres (Bluma Appel and Jane Mallet) have a total seating capacity of 1,400. Plays, classical music concerts and dance performances are presented at the Centre. It is also a well-known forum for innovative Canadian plays, as well as National Film Board and foreign film presentations.

- Massey Hall. Toronto's oldest music hall, this 2,765-seat auditorium has hosted the greatest performers of the century and is well-known for its exceptional acoustical qualities.

- Roy Thompson Hall. Built in 1982 and designed by noted Canadian architect Arthur Erickson, the 2,812-seat Roy Thompson Hall is home to the Toronto Symphony Orchestra and hosts vocal, chamber, piano, organ, orchestral, jazz and pop concerts.

- Ontario Place Forum. The Forum, Ontario Place's outdoor amphitheatre, accommodates over 11,000 people in seats and on surrounding hillsides. Performances include local talent and internationally acclaimed musicians, dancers and other performers.

- Kingswood Music Theatre. Part of the Canada's Wonderland theme park complex, this 10,000-seat amphitheatre is fast becoming one of the Toronto area's most popular music theatres and has attracted many international pop music stars.

- Maple Leaf Gardens. The 18,000-seat Gardens is used to host popular music concerts and special events, as well as hockey games and special ice shows.

- Harbourfront Premiere Dance. This 450-seat theatre is one of Toronto's newest and finest dance facilities, located in the Queen's Quay Terminal Complex at Harbourfront.

EXHIBIT III.14

PRINCIPAL PROPOSED CULTURAL VENUES OUTSIDE OF TORONTO

	Venue	Location
Theatres	Theatre London	London
	Stratford Shakespearean Festival	Stratford
	Hamilton Place	Hamilton
	Shaw Festival	Niagara on the Lake
	Gryphon Theatre	Barrie
	National Arts Centre	Ottawa
	The Centre In The Square	Kitchener
Art Galleries	London Regional Art Gallery	London
	The Gallery	Stratford
	Art Gallery of Windsor	Windsor
	Burlington Cultural Centre	Burlington
	Art Gallery of Hamilton	Hamilton
	Agnes Etherington Art Centre	Kingston
	National Gallery of Ottawa	Ottawa
	McMichael Canadian Collection	Kleinburg
	Hamilton Art Gallery	Hamilton
Museums/ Historical Sites	Centennial Museum	London
	Woodland Indian Cultural Educational Centre & Museum	Bradford
	Canadian Football Hall of Fame	Hamilton
	Niagara Historical Museum	Niagara on the Lake
	International Hockey Hall of Fame	Kingston
	Old Fort Henry	Kingston
	Ste. Marie Among the Hurons	Midland
	Ontario Agricultural Museum	Milton
	Dundurn Castle	Hamilton

Source: Ministry of Tourism and Recreation

A number of first-class facilities also exist in cities that would host other Olympic events (see Exhibit III.14). The inclusion of these facilities in the cultural festival plan would increase the number of visitors and residents that could enjoy the Olympic festivities. These facilities include:

- Stratford Festival. One of the best-known Canadian cultural attractions beyond the nation's borders, the Stratford Shakespearean Festival's three stages offer audiences classic drama as well as modern comedies and musicals.

- Shaw Festival. The Shaw Festival's three stages offer comedies, musicals, dramas and mysteries at Niagara-on-the-Lake, located just outside of St. Catharines near Niagara Falls.

- National Arts Centre. Canada's Centennial project, the National Arts Centre in Ottawa has a 2,300-seat opera, an 850-seat theatre, a 300-seat studio and a 150-seat salon. Entertainment of all forms is available at the Centre from puppet shows and underground films to jazz bands and international theatre and dance productions.

- Hamilton Place. This modern cultural complex houses two theatres seating 2,180 and 400. The home of the Hamilton Philharmonic Orchestra and Opera Hamilton, Hamilton Place also presents ballet, concerts, plays and a wide variety of entertainers.

- Centre in the Square. This multi-purpose complex in Kitchener combines excellent acoustical features with modern design; it contains a 2,000-seat theatre and an art gallery. The Centre offers opera, ballet and symphony performances, as well as rock musicians, country acts, comedians and theatre.

Huge Inventory of Other Facilities

In addition to the venues listed above, there are close to two hundred community halls and smaller theatres and auditoriums that could be used for other cultural festivities. These facilities would ensure that the cultural festival would be accessible to all Torontonians.

- Other theatres widely distributed. In addition to the theatres indicated in Exhibit III.13, Toronto has 50 other theatres with between 60 and 400 seats each that could be used for performances during the cultural festival; a number have professional theatre companies associated with them. Toronto also has 11 major dinner theatre/cabarets, which provide forums for first-class entertainment.

- Numerous halls and auditoriums at libraries, schools and universities. There are over 97 community halls and auditoriums in Toronto located in libraries, high schools, community colleges and universities that are used for community dance, dramatic and musical performances. These facilities with between 40 and 1,730 seats could be used for mainstream cultural events or community celebrations.

- Also many film venues. Ontario Place's unique Cinesphere with its six-storey-high movie screen and IMAX projection system features outstanding Canadian short films during the summer season as well as a film festival in the off-season. In addition to the city's numerous movie theatres, regular film series or festivals are held at the Ontario Science Centre and other locations. The city annually hosts the Festival of Festivals, which is a 10-day celebration of world cinema with more than 250 films featuring the best in Canadian and foreign films, playing in downtown theatres.

Wide Range of Visual Arts Facilities

The Art Gallery of Ontario and the Royal Ontario Museum are Toronto's most popular visual arts facilities; however, almost 100 smaller public and commercial galleries also exhibit fine art by Canadian and international artists. In addition, 20 artist-run centres display innovative and often controversial art. Toronto is also home to 17 specialty museums ranging from the George R. Gardiner Museum of Ceramic Art to the Canadian Museum of Textiles and Carpets. Many of these facilities could be used as venues for visual arts exhibitions during the cultural festival.

- Art Gallery of Ontario. A serious but vibrant institution, the Art Gallery of Ontario has close to 11,000 pieces of art in its permanent collection and averages over 40 special exhibits per year. Recently, the AGO presented the first exhibit of King Tutankhamen's tomb in North America.

- Royal Ontario Museum. This multi-disciplinary institution covers art, science and archeology. In addition to its internationally acclaimed collections, the ROM hosts many special exhibits from around the world.

- Gardiner Museum of Ceramic Art. This museum is dedicated to the display and study of ceramics and is divided into four major categories: Pre-Colombian Pottery, Italian Marolica, English Delftware, Porcelain.

- Hamilton Art Gallery. Located in the new civic centre, this gallery is the third largest in Ontario and features regional, national and international exhibitions.

- The McMichael Canadian Collection. This gallery exhibits one of Canada's most important collection of paintings by the Group of Seven painters and other Canadian masters. It is located in a unique log-and-fieldstone building just north of Toronto.

Historical Pageants Possible At Historic Sites

The use of historic sites as venues to stage historical pageants associated with the Olympic Games has not been exploited to date. The use of historic sites in Toronto and in other cities that have Olympic venues would increase the accessibility of festival participation even further. The following sites could potentially be considered as venues:

- Fort York. Fort York is a restored military fort from the War of 1812; it offers tours of the fortifications, exhibits, slides shows and craft demonstrations.

- Casa Loma. Casa Loma is a noted reproduction of a medieval castle featuring 98 rooms and ornate decor. It is regularly used for social and cultural events and would be an interesting venue for an Olympic festival.

- Black Creek Pioneer Village. This pre-Confederation pioneer village depicts 19th-century society and includes 5 log buildings and 24 other buildings. The complex regularly features special weekend events for visitors.

- Ontario Agricultural Museum. This 80-acre site offers 25 buildings and displays, with demonstrations and farm activities portraying Ontario's rural past.

- Fort Henry (Kingston). This large fortification is a major National Historic Site and was once the major stronghold of Upper Canada. It is noted for the Fort Henry Guard, which performs 19th-century infantry drills, replete with pipe and drum corps and artillery salutes, daily throughout the summer.

- Dundurn Castle. This 19th-century mansion, the home of Sir Allan Napier McNab, Prime Minister of Upper Canada, has been restored to its initial splendour. The garden courtyard and adjacent cockpit theatre are used to present concerts, festivals and theatre during the summer months.

International Culinary Festival Possible

A "Taste of Canada" culinary competition has been held in Toronto for the last three years. Last year's competition, labelled "International Taste of Canada", included culinary students and judges from North America, Egypt, Cuba and Germany.

Given the international focus of the Olympiad and the multicultural nature of Toronto, the possibility of incorporating an international culinary festival into the world cultural festival could be considered. George Brown College, in conjunction with the Ontario Hostelry Institute, is building a new culinary college in Toronto that is expected to be completed in 1987. It will be the largest culinary college in English-speaking Canada and could be utilized as the venue for an international culinary competition.

* * * * *

There are two fundamental components in the feasibility equation: physical feasibility and financial feasibility. In this chapter we have conclusively illustrated that the Games can be accommodated primarily in existing venues and in part, in new or upgraded ones. Where new facilities are required we have demonstrated that through resale, adaptive reuse or removal (of temporary facilities) the Games can leave behind a legacy of useful and financially viable facilities for Toronto and other host municipalities. In the chapter that follows we examine the second part of this feasibility equation: financial feasibility.

IV - FINANCING THE TORONTO OLYMPIC GAMES

IV - FINANCING THE TORONTO OLYMPIC GAMES

A careful financial examination of potential costs and revenues for the 1996 Summer Olympics in Toronto shows strong prospects for financial success with little or no direct government capital funding, building on the Los Angeles experience. This chapter: (1) summarizes some of the lessons learned from previous comparable Olympics (Los Angeles and Montreal); (2) presents an appropriate financial strategy for Toronto in 1996; (3) develops cost and revenue projections based on the Montreal, Los Angeles and Calgary experiences.

LESSONS FROM OTHER OLYMPICS

With careful planning and management, Toronto could stage a successful Olympics without heavy government funding of capital projects and without resulting in a huge deficit.

Understanding Olympics financing in the context of the 1996 Summer Games in Toronto is best gleaned by a careful analysis of the Montreal and Los Angeles experiences, because they were both recent, North American venues. Overseas venues such as Moscow are less comparable. The current Calgary experience is helpful but less relevant because the Winter Games are fundamentally different and on a much smaller scale. (They do, however, present a good example of the current operations of a successful bidder.) The Los Angeles Olympics are considered the ultimate financial success, as they were staged with virtually no government funding and generated an overall profit. As a result, the approach to Olympics bidding has fundamentally changed, which is reflected in current bids for 1992.

Los Angeles Generated an Overall Profit

The Los Angeles Olympic Organizing Committee (LAOOC) set out with the primary objective of achieving a sixfold increase in revenue from non-government sources, compared with previous Olympics. This was to come mainly from corporate sponsorship, broadcast sales and ticket revenues. As is recommended for Toronto, the LAOOC adopted a strict principle of relying heavily on existing facilities for the Olympic sports venues and restricted overall capital costs to approximately $100 million, which is reflected in the highly profitable financial picture shown in Exhibit IV.1 (in 1984 U.S. dollars). The following conclusions are evident from these figures.

EXHIBIT IV.1

SIGNIFICANT PROFIT GENERATED BY LOS ANGELES*

RESULTS AS OF SEPTEMBER, 1984

REVENUES (NET CASH)		
Broadcast Rights Sales	$236,828,000	
Tickets & Patron Sales	150,346,000	
Sponsorship & Licensing	122,491,000	
Coins	29,707,000	
Interest & Other	88,224,000	
TOTAL REVENUES		$627,596,000
OPERATING COSTS		
Personnel	$ 98,728,000	
Venues	29,549,000	
Villages	26,113,000	
Security	35,313,000	
Technology	17,876,000	
Ticketing	17,877,000	
Transportation	10,644,000	
Food	12,250,000	
Ceremonies	8,315,000	
Office Administration	10,452,000	
OAF	8,318,000	
Other Departments	44,183,000	
TOTAL OPERATING COSTS		$319,618,000
CONSTRUCTION COSTS		
Venues	$ 27,770,000	
Villages	4,902,000	
Other	60,301,000	
TOTAL CONSTRUCTION COSTS		$ 92,973,000
TOTAL COSTS		412,591,000
OVERALL SURPLUS		$215,005,000

AUDITED RESULTS AS AT MARCH 31, 1985

REVENUES		
Broadcast rights sales	**$286,794,000**	
Ticket sales	**139,929,000**	
Sponsorship and licensing	**126,733,000**	
Interest income	**76,319,000**	
Coin program	**35,985,000**	
Other (primarily non-monetary contributions, revenue from accommodations and ticket handling charges)	**102,884,000**	
TOTAL REVENUES		**$768,644,000**
EXPENSES		
Operating expenses	**$398,394,000**	
Payments related to the use of venues and facilities	**97,389,000**	
International Olympic Committee	**50,145,000**	
TOTAL EXPENSES		**545,928,000**
EXCESS OF REVENUES OVER EXPENSES:		**$222,716,000**

***In 1984 U.S. dollars.**

Source: Olympic Retrospective; The Games of Los Angeles (published by the Los Angeles Olympic Organizing Committee)

1. Capital costs moderate and operating costs within budget. Construction activities were limited to providing a few new venues, upgrading existing venues and making minor alterations at university residence complexes being used as Olympic villages. Because of a significant volunteer effort and careful management and cost control, operating costs were held in line. Total capital costs of construction were under $100 million. Operating costs of $398 million resulted in final expenditures 13% under the 1984 budget. The resulting surplus of more than $220 million was the largest in Olympic history.

2. Revenues dominated by broadcast rights, corporate sponsorship and ticket sales. These were the three largest revenue components for the Los Angeles Olympics, accounting for $550 million out of total revenues of just under $770 million (more than 70%). Broadcast revenues were significant, amounting to $286.8 million from 156 countries (triple the amount for Moscow in 1980; almost ten times that received by Montreal in 1976). Corporate sponsors, suppliers and licensing agreements generated over $126 million, the majority of which was received from sponsors who paid a minimum of $4 million in cash, goods and services (Coca Cola and Anheuser Busch together contributed over $20 million). Ticketing generated net revenues of $140 million, the majority from the mail-order distribution system ($100 million) and special sales of tickets primarily to sponsors ($34 million).

3. No government funding contributions. All revenues to finance the Games were generated from the sources noted in Exhibit IV.1. Revenues from government-related programs (e.g., coins and stamps) are shown net of government costs. Incremental police services required for the massive security effort were handled under separate contracts with the City of Los Angeles and other local governments, which were reimbursed a total of $12.7 million. Overall, the City of Los Angeles was expected to receive a total of $33.5 million in revenues and payment for services, directly as a result of the Games; more than half of that amount arose from a special Olympics distribution tax and a special transient occupancy tax. The Los Angeles County Transportation Commission received approximately $1.7 million from special tax levies.

EXHIBIT IV.2

MONTREAL'S OPERATING REVENUE EXCEEDED OPERATING COSTS*

REVENUE		
Receipts to COJO:		
Olympic coins and stamps	$115,000,000	
Olympic lottery	235,000,000	
Television rights	32,000,000	
Admission tickets	27,000,000	
Interest on investments	9,000,000	
Revenue Division	9,000,000	
Athletes' accommodation	2,000,000	
Program sales	1,000,000	
TOTAL REVENUE		$430,000,000
OPERATING COSTS		
Administration	$ 20,900,000	
Personnel management	8,000,000	
Services	28,200,000	
Communications	16,700,000	
Graphics and Design	3,100,000	
Technology	15,900,000	
Construction	19,300,000	
Olympic Villages	15,400,000	
Sports	15,500,000	
Tickets	7,000,000	
Revenue Division	38,000,000	
Arts and Culture	2,100,000	
Official ceremonies	5,500,000	
Other	11,400,000	
TOTAL OPERATING COSTS		$207,000,000
NET OPERATING REVENUE		$223,000,000
COST OF INSTALLATIONS		
Olympic Park	$987,000,000	
Olympic Village	85,000,000	
Installations undertaken by the City of Montreal	141,000,000	
TOTAL INSTALLATIONS COST		$1,213,000,000
OVERALL DEFICIT		($990,000,000)
City of Montreal's share of deficit	$200,000,000	
Balance through government of Quebec loans	$790,000,000	

*In 1976 Canadian dollars.

Source: Games of the XXI Olympiad, Montreal, 1976: Official Report.

Montreal Deficit Related to Capital Costs

The overall financial concept behind the Montreal Olympics was that of a publicly subscribed, self-financing games based on the following fundamental principles:

- The Organizing Committee should take responsibility for expenses associated with the preparation and staging of the games and make sure all facilities exist, but not be involved in actually building the facilities.
- The Organizing Committee should make full use of numerous existing facilities before developing new facilities.
- Money to pay for new facilities should come from: (1) special fund-raising programs that would cover overall expenditures without entailing new taxation or increases in taxation; (2) funds provided by long-term public investment (where appropriate); or (3) programs carried out jointly by various government departments.

As a result of this approach, the Organizing Committee for the 1976 Olympic Games (COJO) was responsible for the planning, organization and operations of the games, but not directly responsible for the installations required to stage the games--these were the responsibility of the City of Montreal. In Exhibit IV.2, the overall financial picture (in 1976 Canadian dollars) for the Montreal Olympics is presented, while the following paragraphs highlight the principal areas of success and difficulty.

1. Significant operating surplus generated. On an operating basis, the Montreal Olympics were a financial success beyond expectations with a $223 million surplus being generated. COJO's revenue generating initiatives were generally well conceived and executed; operating costs were held in line and relate well to costs of other Olympics (such as Los Angeles). The two most successful revenue generating initiatives were the Olympic Lottery, which generated $235 million, and the Olympic Coin and Stamp Program, which generated $115 million in revenues.

2. Capital costs much higher than planned. Montreal's problem was clearly the cost of its installations; they totalled $1.2 billion, the majority of which was for the elaborate installations at Olympic Park and particularly the Olympic Stadium. Montreal's capital development program for the Olympics was extremely ambitious, and suffered from the following problems:

- The overall economy was buoyant; mega-projects typically came in well over budget because of the escalating costs of labour and materials.

- Funding initiatives (e.g., lottery and coin programs) were highly successful, but slowly implemented because of a minority government situation and effectively operated only one-and-a-half years prior to the Games.

- The overall design and concept of the largest capital item (Olympic Stadium) was an unproven prototype. Also its construction was being managed from Europe, which made the project difficult to control.

3. Corporate participation was on small scale. COJO developed several forms of private-sector corporate participation and was relatively successful in securing participation from a significant number of companies; however, levels of contribution were generally on a small scale. The official suppliers contributed $2.9 million in cash and $12.9 million of goods and services. This was the most successful corporate participation program. The official sponsors program generated only $4 million from 628 companies. Official licensees (140) generated an additional $2.8 million. Concessionaires and licensing of commercial publications generated $230,000.

   Total corporate revenues were $22.8 million, which was small in comparison to other revenue-generating initiatives such as the lottery and coin programs. Los Angeles had considerably more success in securing corporate participation.

Calgary Winter Olympics Capitalizes on Television Rights

While the Calgary Winter Olympics in 1988 are a less comparable situation to the proposed 1996 Summer Games in Toronto, the overall financial strategy being used is of interest because of its current Canadian context.

1. Government Funding of Major Capital Projects. The Calgary approach is similar to Montreal's in that the federal and provincial governments are helping to fund the construction of major facilities. Federal capital funds of $155 million are being used to build the Olympic Oval, Canada Olympic park and as partial funding of the Saddledome and other facilities. More than $50 million is being contributed by the Province of Alberta towards major installations, especially the Mount Allan downhill skiing complex. The City of Calgary is also partially funding the Saddledome and spending $10 million on other public municipal facilities.

2. Non-Government Revenues Primarily Television Rights. Total non-government revenues for the Calgary Olympics are projected at over $400 million of which two-thirds (over $300 million) would be contributed by the sale of television rights. Corporate sponsorship accounts for over $50 million; ticket sales, $40 million; recoveries, $40 million.

FINANCIAL STRATEGY FOR TORONTO

The financial strategy is central to the overall bidding concept. The preceding discussion shows that a range of alternatives exist. However, to be feasible from Toronto's point of view, an overall approach that balances costs and revenues without significant government underwriting of capital costs would be required.

Lessons Learned from Previous Olympics

Several important principles can be gleaned from the analysis of previous Olympics and current bids to serve as a basis for a potential financial strategy for Toronto.

1. Minimize capital expenditures. Los Angeles demonstrated that a financially successful Olympics can be held, largely using existing venues with some upgrading and/or addition of temporary seating.

2. Newly constructed facilities should have significant residual value. To the extent that it would be necessary to build completely new facilities to provide suitable venues for certain sports or housing for athletes and the media, they should be conceived to maximize their residual value.

   - New sports facilities to be built should be those for which there is a long-term need or where a given facility can easily be converted to one for which there is a long-term need.

   - Olympic housing to be built should be erected on-location and with a design configuration suitable for long-term use (e.g., as a university residence or an apartment building).

3. Design revenue generating programs that maximize corporate contributions. The extent of corporate sponsorship realized in Los Angeles and Calgary was substantially greater than that experienced in Montreal.

- Corporate revenue-generating programs should build particularly on the advertising and public relations value of the Olympics for certain types of companies.

- Corporate sponsorship of new sports facilities would be an important source of funds.

- It is important to exploit new revenue concepts wherever possible in order to broaden the private sector revenue base of the Olympics.

4. Develop broadcast rights strategy that maximizes revenues. While broadcast revenues are not expected to escalate at the rate they have since the Montreal Olympics, they would continue to be by far the largest revenue component. In order to maximize this revenue, it would be important that all ancillary rights be carefully controlled.

5. Focus government support on provision of normal government services. To avoid the Montreal problem of huge government deficits, it would be imperative that the primary form of government support be limited to the provision of certain incremental services for the Olympics, such as the following:

   - security services provided by various police and national security forces;

   - incremental customs, immigration and quarantine services;

   - tourism and economic development promotional expenditures which would focus on the Olympics

   - other services concerning health care, transportation and provision of some human resources

6. Any government capital funding must be justified on normal payback terms. To the extent that governments are required to make capital contributions to the staging of the Olympics, these should be limited to the following:

   - Acceleration of specific infrastructure requirements such as certain road and transportation improvements or of planned new facilities.

   - Construction of facilities that represent a strong long-term community need and can be justified on the basis of short- and long-term economic benefits to the region.

- Capital funding for marketing and promotional programs in connection with the bid or actual marketing for the Olympics to be tied in with existing government economic development and tourism promotion programs by augmenting those budgets with a specific Olympics component.

Toronto Should Focus on Moderate Capital Costs and Private Sector Involvement

It is recommended that any financial strategy for the 1996 Olympics in Toronto draw heavily from the preceding principles in order to stage an affordable Olympics. Major elements of an overall recommended financial approach are as follows:

1. Limit capital costs by use of existing venues. In the preceding chapter, the proposed venues for the 1996 Toronto Olympics were outlined. This approach is based on making maximum use of existing sports facilities with minor upgrading and provision of extra seating where required. It is recommended that capital costs be incurred on the following basis:

    - Major capital projects to be limited to provision of Olympic villages, development of a swimming complex and construction of a velodrome.

    - Olympic villages to be constructed provided they have significant residual value, thus enabling reimbursement of a significant proportion of construction costs after the games.

    - The majority of capital costs to go towards minor upgrading and provision of appropriate seating and equipment at a large number of existing venues and training facilities.

2. Involve corporate sponsors in capital projects where possible. This would be modelled after the Los Angeles experience, where major corporate sponsors were responsible for construction of some new sports facilities such as the McDonald's Swimming Complex at UCLA. Consideration would have to be given to long-term operating responsibility for such facilities, but if constructed where really needed (for a particular university or municipality), the recipient would no doubt be pleased to have the capital costs totally underwritten and be prepared to assume the operating responsibility. We believe this concept would work in Toronto for the following reasons:

- There is a precedent; corporate partners are participating in the domed stadium project and have committed approximately $70 million so far.
- The promotional and public relations value for national or multinational corporations of having their name attached to a principal Olympic venue is significant.

3. Maximize other private sector revenues. Sales of broadcast rights, ticket revenues and corporate sponsorship are the three principal opportunities for developing private sector revenues. The corporate sponsorship concept has already been tested at the pre-bidding stage; thirty corporate sponsors based in Toronto have contributed $15,000 each in order to fund the TOOC's bid to the COA. Other companies will be providing contributions in kind (e.g., air tickets and hotel rooms) to support the Toronto Olympics bid. Principal elements of the private sector revenue strategy are as follows:

   - Broadcast rights would require careful managing; they represent the largest revenue component and involve a careful negotiation process with various national and international networks.
   - Corporate contributions in addition to sponsorship of capital funding could be maximized by exploiting a number of successful concepts that have been used in past Olympics (e.g., official sponsor and supplier programs, merchandise licensing programs, concessionaires at various Olympic venues).
   - New corporate sponsorship opportunities should be exploited such as the concept of corporate boxes (discussed in the preceding chapter in connection with changes to CNE Stadium).
   - Ticket sales revenues should be developed to their full potential by well-conceived national and international marketing programs and an effective distribution network, while maintaining reasonable prices and free or discounted tickets for underprivileged groups.

4. Limit government contributions. These should be restricted to provision of incremental services, human resources and profits from the Olympic Lottery and the coin and stamp programs. At the Montreal Olympics in

1976, municipal, provincial and federal governments all made significant contributions to the staging of the Olympics in the form of incremental services, especially in the areas of security, customs and immigration and the provision of some human resources. The Montreal official report estimates the cost of these contributions at approximately $176 million (in 1976 dollars). However, it can be argued that such incremental costs are not typically reimbursed even though they are incurred fairly regularly for certain special events (i.e., royal visits, the Pope's visit to Canada in 1984, the Shriner's Convention in 1975).

Such major events are considered part and parcel of the long-run provision of government services and when known well in advance are typically incorporated into departmental budget allocations. The return the government receives from such contributions is in the form of significant economic benefits. Therefore, similar government contributions would be expected for the 1996 Olympics and generally be limited to the following areas:

- security services
- certain transportation services
- customs, immigration and quarantine
- support from existing tourism and economic development promotional programs
- provision of some human resources to the Olympic Games Organizing Committee
- profits from Olympic Lottery, coin and stamp programs
- accelerated completion of some planned infrastructure and public facility projects before the Games

It is not anticipated that governments would have to make significant capital contributions to the Toronto Olympics in 1996, other than the acceleration of some planned infrastructure projects. IOC regulations require governments to provide financial guarantees. Technically, the host municipality and the Canadian Olympic Association would have financial responsibility, although they would require the backing of the provincial and federal governments for an undertaking of this magnitude.

FINANCIAL PROJECTIONS FOR 1996

The principal basis for making preliminary financial projections for the proposed Toronto Olympics in 1996 is a careful analysis of revenues and expenditures incurred at the Montreal and Los Angeles Olympics. We also contacted a variety of public and private sector officials for their opinions on certain cost and revenue items as they apply to the Toronto situation (see Appendix A for list of persons contacted).

The revenue side has been carefully considered and, while it reflects the experiences of Montreal and Los Angeles, has been tempered somewhat to reflect the bias of some exceptional revenue successes in both Los Angeles and Montreal that are unlikely to be repeated in future. Capital cost estimates are based on preliminary projections made by Architects Crang and Boake Inc., who were a part of the study team; these have been quoted on a net basis in the financial analysis, taking into account the significant recovery from the sale of these assets after the Games. Operating costs are largely based on an inflation of Montreal or Los Angeles figures (whichever were higher). We have projected the budgets under two scenarios: the "conservative" scenario assumes low revenues and high costs; the "optimistic" scenario assumes higher revenues and lower costs.

Via this process we have developed cost and revenue estimates which we believe are highly conservative and quite tenable at this preliminary stage. Of course, realization of these projected financial results would be contingent upon prudent planning, organization and management of the 1996 Olympic Games. These projected costs and revenues are presented in current 1986 Canadian dollars.

Estimated Revenues Almost $1 Billion

We have placed considerable emphasis in this feasibility study on the development of reliable conservative revenue projections in order to be confident that a sufficient revenue base could be generated to support the proposed capital expenditures and operating costs. As with previous Olympics, the sale of broadcast rights on a world-wide basis would be the largest single revenue component and could be significant in Toronto's case because North American prime-time television exposure can be maximized in this time zone. Other important elements of the overall revenue program would be corporate sponsorship, ticket sales and possible government-operated lottery, coin and stamp programs. The following paragraphs outline the basis of our revenue forecasts; additional information on the largest revenue items is included in Appendix C.

EXHIBIT IV.3

ESCALATION OF OLYMPICS BROADCAST REVENUES

($ millions)

INTERNATIONAL BROADCAST RIGHTS 1976 - 1984

Region	Montreal 1976	Moscow 1980	Los Angeles 1984
U.S.A.	23	85	226
Japan	n.a.	5	19
Europe	7	7	22
Australia	n.a.	1	11
Rest of World	3	3	9
TOTAL	33	101	287

U.S. TELEVISION RIGHTS 1972 - 1988

Year/Season	Location	U.S. TV Rights ($ millions)
1972 Winter	Sapporo (Japan)	6.4
1972 Summer	Munich	7.5
1976 Winter	Innsbruck	10.0
1976 Summer	Montreal	25.0
1980 Winter	Lake Placid	15.5
1980 Summer	Moscow	87.0
1984 Winter	Sarajevo	91.5
1984 Summer	Los Angeles	225.0
1988 Winter	Calgary	309.0
1988 Summer	Seoul	300.0*

*Minimum revenue is $300 M and maximum is $500 M based on ratings.

Source: Canadian Olympic Association

1. Broadcast revenues of $450 million. The tremendous escalation of the sale of broadcast rights since the 1976 Olympics in Montreal is shown in Exhibit IV.3. While Montreal netted only $32 million from this process, Moscow received over $100 million and Los Angeles received $286 million (U.S. dollars). This tremendous escalation (even when inflation is taken into account) suggests potential 1996 revenues of well over $1 billion (in 1986 Canadian dollars). Such dramatic escalation may not continue, however, so we are projecting total broadcast rights revenues of $450 million. This estimate is considered conservative for the following reasons (see Appendix C):

   - Broadcasting rights for the 1988 Summer Games in Seoul have remained at a very high level for a non-North American venue, and could be as high as $500 million depending on ratings and other circumstances.

   - Calgary's broadcast revenues are estimated at slightly over $300 million which is considered high for the Winter Games which have much less revenue potential.

   - Some bidders for the 1992 Olympics are projecting world-wide broadcast revenues as high as $1 billion (in 1986 Canadian dollars).

2. Corporate sponsorship goal of $120 million. Total corporate sponsorship amounted to approximately $23 million for Montreal, $126 million U.S. for Los Angeles. Exhibit IV.4 shows the overall corporate sponsorship for both Montreal and Los Angeles along with projections for Toronto. These projections are based on the following premises:

   - The Calgary Winter Olympics will likely achieve a corporate sponsorship of $60 to $65 million, despite the fact that the Winter Olympics is considered a smaller event than the Summer Olympics.

   - It is conservatively estimated that corporate sponsors would contribute $50 million towards the building of facilities. A significantly higher level of participation has already secured for the domed stadium (current corporate commitments have reached $70 million).

EXHIBIT IV.4

VALUE OF CORPORATE SPONSORSHIP INCREASING

Component	Montreal 1976	Los Angeles 1984
Official Sponsors		
- Cash	$ 4,200,000	$ 96,671,000
- In kind		35,793,000
Official Suppliers		
- Cash	2,600,000	9,289,000
- In kind	12,900,000	8,247,000
Licensing	2,900,000	15,000,000
Concessions/Food Services	130,000	10,268,000
TOTAL CORPORATE SPONSORSHIP	$22,730,000	$175,268,000

Source: Games of the XXI Olympiad, Montreal, 1976: Official Report.
Official Report of the Games of the XXIII Olympiad, Los Angeles, 1984.

- Official suppliers would contribute more than $25 million in cash, or kind, which in 1986 dollars is comparable to that received for the Montreal Olympics.

- A major new revenue-generating opportunity to be developed is the rental of corporate boxes in the Exhibition and domed stadiums for all of the major track and field events, as discussed earlier; it is expected that a minimum of twenty corporations would contribute $250,000 each for this type of facility.

- Commercial licensing agreements would bring in more than $10 million (comparable to the Montreal situation).

- The remainder would be collected from other corporate contributions and sponsorships.

3. Admission tickets to generate $135 million. Los Angeles generated almost $140 million (U.S.) in ticket revenue based on the sale of 5.2 million tickets, for an average ticket price of $27.00. Ticket revenue projections for 1996 are shown in Exhibit IV.5 (in 1986 Canadian dollars). These are based on a conservative average price that would enable a wide range of accessibility to all events by various economic groups and also takes into account distribution of free tickets (where appropriate) to Olympic officials and high-priced premium seats.

   - Distribution of ticket prices will be similar to the Calgary model with over 50% of all tickets priced at less than $25.00 per seat.

   - Ticket revenue projections are significantly lower than Los Angeles to reflect the objective of widespread accessibility.

   - Event occupancies are conservative and largely based on the experience of Los Angeles and Montreal.

   - Only the Opening and Closing Ceremonies would have average ticket prices above $35.00 per seat.

4. Olympic lottery could generate $50 million. While it is not possible to have a national Olympic lottery, as the licenses are granted provincially, it is envisaged that the provincial government could organize an Olympic lottery for the 1996 Toronto/Ontario Olympics. Because of the provincial scope of this lottery and the existence of a number of competitive lotteries, revenues would be significantly below those achieved in Montreal in 1976.

EXHIBIT IV.5

PROJECTED TICKET REVENUES FOR 1996

EVENT	NUM OF SESSIONS	SEATING '000	% OCCUP.	TICKETS SOLD '000	AVERAGE PRICE	REVENUE '000
Opening Ceremonies	1	60	100%	60	$50	$3,000
Archery	8	3	85%	20	$20	$408
Athletics	13	100	90%	1,170	$40	$46,800
Baseball	8	45	85%	306	$15	$4,590
Badminton	7	5	65%	23	$20	$455
Basketball	25	18	58%	261	$35	$9,135
Boxing	22	10	53%	117	$25	$2,915
Canoeing	6	20	40%	48	$20	$960
Cycling	7	8	60%	34	$25	$840
Equestrian	12	30	63%	227	$20	$4,536
Fencing	10	5	70%	35	$20	$700
Football	2	100	85%	170	$35	$5,950
	8	25	60%	120	$30	$3,600
	7	15	60%	63	$30	$1,890
	7	15	60%	63	$30	$1,890
	7	15	60%	63	$35	$2,205
Gymnastics	12	30	66%	238	$30	$7,128
Handball	18	8	75%	108	$15	$1,620
Hockey	13	30	75%	293	$20	$5,850
	13	10	55%	72	$20	$1,430
Judo	8	6	60%	29	$20	$576
Modern Pentathlon	4	5	50%	10	$20	$200
Rowing	6	20	82%	98	$20	$1,968
Shooting	7	3	65%	14	$15	$205
Swimming/Diving	20	20	69%	276	$35	$9,660
Synchronized Swimming	6	5	70%	21	$20	$420
Water Polo	12	5	90%	54	$20	$1,080
	8	3	80%	19	$20	$384
Tennis	6	15	69%	62	$30	$1,863
Volleyball	26	17	83%	367	$20	$7,337
Weightlifting	16	3	85%	41	$20	$816
Wrestling	18	7	77%	97	$20	$1,941
Closing Ceremonies	1	60	100%	60	$50	$3,000
TOTALS			74%	4,637	$29 AVG.	$135,352

Source: Study team estimates

- Lottery net revenues are conservatively projected at $50 million.

- This figure implies a net government contribution in that a proportion of this revenue could displace other lottery revenues such as Wintario, although interest in the Games could well increase overall lottery sales.

- The $50 million figure would be net of any government operating costs required to plan, promote and operate the Olympic lottery.

5. Coin and stamp programs could generate $60 million. For the 1976 Olympics in Montreal, the coin program was highly successful and netted over $100 million to the Olympic Organizing Committee. An Olympic stamps program contributed an additional $8 million. However, the level of success achieved in the Montreal Olympics coin program is considered an anomaly and unlikely to happen again for the following reasons:

   - The Montreal coin program was a novelty and represented the first attempt at a major world-wide coin program.

   - Since then, other Olympiads and causes in general have mounted a number of coin programs that have effectively saturated this market.

   - From our research and discussions with officials at the Canadian Mint in Ottawa it appears that $60 million (in 1986 dollars) would be a conservative net revenue figure for the 1996 Olympics.

6. Interest conservatively projected at $25 million. This is significantly less than interest on investments earned by the Los Angeles Olympic Organizing Committee. Montreal earned $9 million ($18 million in 1986 dollars) on total operating revenues of $400 million or approximately 3%. Other operating revenues for 1996 are expected to total $800 million, 3% of which would result in an interest revenue of $25 million.

7. Other revenues estimated at $75 million. This is estimated based on inflating other revenue components from Los Angeles and Montreal and would consist primarily of the following elements:

   - parking revenues
   - operating revenues from the Olympic villages
   - other grants to the Olympics
   - miscellaneous revenues

Net Capital Costs Projected at $165 Million

These gross capital costs were outlined in the preceding chapter in Exhibit III.5, which provided details of the individual venues. These costs total $345 million, of which $180 million would be recovered after the Games, for net capital costs of $165 million (see Appendix C). Land costs have not been included as any new venues are either public facilities on public land, or the land costs would be totally recouped from resale after the Games. It should be noted, as per the pro forma of Exhibit IV.6, that all capital and operating costs will be financed by revenues from the Games. Some bridge financing may be required initially in the form of loans obtained from financial institutions, which may or may not require government guarantees. The primary capital cost components break down as follows:

- Construction of new facilities estimated at $80 million net. This is based on construction costs of $220 million less recoveries of $140 million and is generally in line with the moderate capital spending of the Los Angeles Olympics. Principal components would be as follows:
    - major swimming complex costing $65 million, later to be converted into a hockey arena with a projected cost recovery of $30 million
    - Olympic villages costing $130 million, later to be used for housing, with a cost recovery of $100 million
    - new velodrome costing $25 million, with an estimated recovery of $10 million.
- $45 million net for upgrading major venues. This would be spent on three venues and is based on gross costs of $85 million less a recovery of $40 million:
    - major seating additions and construction of corporate boxes at CNE Stadium ($70 million less recovery of $40 million)
    - major construction required to redevelop Woodbine Racetrack to handle the equestrian events ($5 million)
    - expansion of Etobicoke Olympium to handle synchronized swimming and water polo events ($10 million).
- Minor upgrading of other venues and training facilities. As discussed in Chapter III, a number of other venues and training facilities will require temporary seating additions, special equipment and other upgrading that would add another $40 million to capital costs.

EXHIBIT IV.6

PRELIMINARY COST AND REVENUE PROJECTIONS

NOTE: All numbers expressed in 1986 Canadian dollars

	Montreal	Los Angeles	Toronto 1996	
CATEGORY	1976	1984	Conservative	Optimistic
REVENUES:				
Admission Tickets	56	196	135	160
Broadcast Rights	67	402	450	550
Corporate Sponsorship	19	173	120	150
Olympic Lottery	491	N/A	50	60
Coins and Stamps	240	42	60	70
Other Revenues	6	139	75	85
Interest on Investments	19	96	25	35
TOTAL REVENUES	899	1,047	915	1,110
EXPENSES:				
Net Capital Costs	2,535	130	165	140
Operating Costs:				
Office Admin./Personnel	107	153	153	130
Venues	32	39	39	33
Olympic Villages	24	37	37	31
Technology	33	25	33	28
Ticketing	15	25	27	23
Transportation	13	15	15	13
Food	8	17	17	15
Ceremonies	11	12	12	10
COA Payment	N/A	N/A	50	43
IOC Payments	N/A	70	72	88 +
Other	189	123	189	161
Contingency			50	50
Total Operating Expenses	433	515	694	624
TOTAL EXPENSES	2,967	646	859	764
NET REVENUE (DEFICIT)	(2,069)	401	56	346

+ IOC payments are tied to broadcasting revenues so increase under the optimistic scenario.

SOURCE: Study team estimates.

These gross capital costs could be reduced significantly by scaling back the construction of Olympic villages and relying more extensively on temporary facilities. This would mean building a temporary outdoor swimming complex (with fabric roof to avoid weather problems), temporary velodrome with a wooden track and temporary corporate boxes at Exhibition Stadium (not a full office building). Also, the new Olympic village for the media could be scaled back by 50%. This "stripped-down" approach to venues development would result in estimated gross capital cost savings of approximately $125 million, although disposal values would be reduced by $100 million, so net savings would be only $25 million. However, as this would result in much lower front-end capital costs overall, it is an option that could be considered.

Operating Costs Based On Montreal and Los Angeles

Overall operating costs are shown in the pro forma of Exhibit IV.6. These costs have been developed from a careful analysis of the Montreal and Los Angeles financial data and, for the conservative forecast, are based on the following principles:

- Inflation of the Montreal operating cost base. Many of the departmental cost figures projected in Exhibit IV.6 are based on inflating the Montreal cost figures rather than those of Los Angeles because of the similar Canadian context and the fact that Los Angeles had a greater contribution from volunteers.

- Inflation of Los Angeles costs where they were higher than Montreal's. In some cost categories, Los Angeles incurred significantly heavier expenditures than Montreal, likely because of the provision of additional services, which could be expected of Toronto. In order to generate conservative estimates, these higher figures were converted to Canadian dollars at the 1984 exchange rate and then inflated to 1986 dollars.

Net Surplus Projected With Significant Financial Cushion

The pro forma of Exhibit IV.6, shows an overall surplus of $56 million projected in the conservative forecast. These estimates are considered very conservative and realistic on the basis of the Montreal and Los Angeles experiences. Should the optimistic forecast shown be realized, a significant surplus in excess of $340 million could be generated.

It should also be noted that the optimistic financial projections for Toronto in 1996 may be attainable for the following reasons:

- Broadcast revenues could be $100 million higher. The increasing proliferation of pay television is an additional broadcasting opportunity that could be exploited separately.

  - Cable companies could offer temporary hook-ups to an Olympics channel for a flat rate (e.g., $30) for the period of the Olympics.

  - These special channels would provide continuous coverage on a 16-hour-a-day basis of all events, which would be their selling point.

- Corporate sponsorship could generate additional $30 million. The estimate of $120 million is considered overly conservative as Calgary may achieve close to that level for the 1988 Winter Games, which is a much smaller scale event with less promotional value to corporations.

- Ticket sales could earn additional $25 million. Again, estimates are conservative and a moderate, overall ticket price has been used that is less than that charged in Los Angeles in 1986 Canadian dollars. It should be noted that both Los Angeles and Montreal were subjected to boycotts as well, so the total number of tickets sold could be higher than Los Angeles.

- Capital costs could be reduced by $25 million. As noted, this could be achieved by undertaking exclusively temporary upgrades at sports venues, scaling back the building of Olympic villages and/or development of suitable venues for non-Olympic reasons over the next several years.

It should be noted that governments are not required to make direct funding contributions with the exception of profits from possible Olympic lottery, coin and stamp programs. As illustrated in the next chapter, any indirect contributions such as the provision of incremental services and manpower would be compensated for by tax revenues and other economic benefits. Under IOC regulations, however, the Canadian Olympic Association and the host municipality must provide financial guarantees, which would likely also require provincial and federal support.

Any surplus generated by the Toronto Olympics in 1996 would be distributed according to Rule 10 of the Olympic Charter:

> ". . . Any surplus derived from the holding of the Olympic Games must be applied to the promotion of the Olympic Movement or to the development of sport."

Therefore, uses of such a surplus might include the development of amateur sport in Canada, establishment of a trust fund for ongoing maintenance of new sports facilities built for the Olympics, and/or development of a permanent Olympics museum to promote the Olympic Movement.

* * * * *

This analysis of the financial implications of hosting the 1996 Olympic Games in Toronto shows strong prospects for financial success. Through a combination of careful planning and learning from past host city experiences, Toronto can approach the hosting of the 1996 Olympic Games with confidence. In the following chapter, we present the likely economic and social impacts that would accompany the hosting of the Games. These impacts result from the large scale expenditures we have projected here as well as the considerable community-wide commitment required to successfully host the Games.

V- IMPACTS ON TORONTO AND ONTARIO

V - IMPACTS ON TORONTO AND ONTARIO

Hosting the 1996 Olympic Games in Toronto would greatly benefit both Toronto and Ontario. A preliminary indication of the scale of the potential economic impact of the Games is provided by the financial analysis of the preceding chapter, which indicates that more than $1.5 billion (in 1986 Canadian dollars) would be spent directly on the planning, organization and hosting of the Games. This expenditure would translate into thousands of jobs, millions of dollars in personal income and millions of dollars in tax revenue both in the long- and short-term. The potential impacts of these expenditures within the local economy are significantly enhanced by the fact that the majority of expenditures are made from outside the region. As a result, rather than dollars being transferred within the area, new money is injected into the local economy, producing a much more significant economic benefit.

There would also be important social and cultural impacts, some of which would have a long- term impact on the quality of life in Toronto and Ontario. We have examined these impacts taking into consideration potential displacements or problems. Our analysis illustrates that the benefits of staging the Olympic Games would far outweigh any possible negative effects or costs. It is also of interest to distinguish the short-term impact of planning, organizing and staging the Games from longer-term impacts that would result from the event.

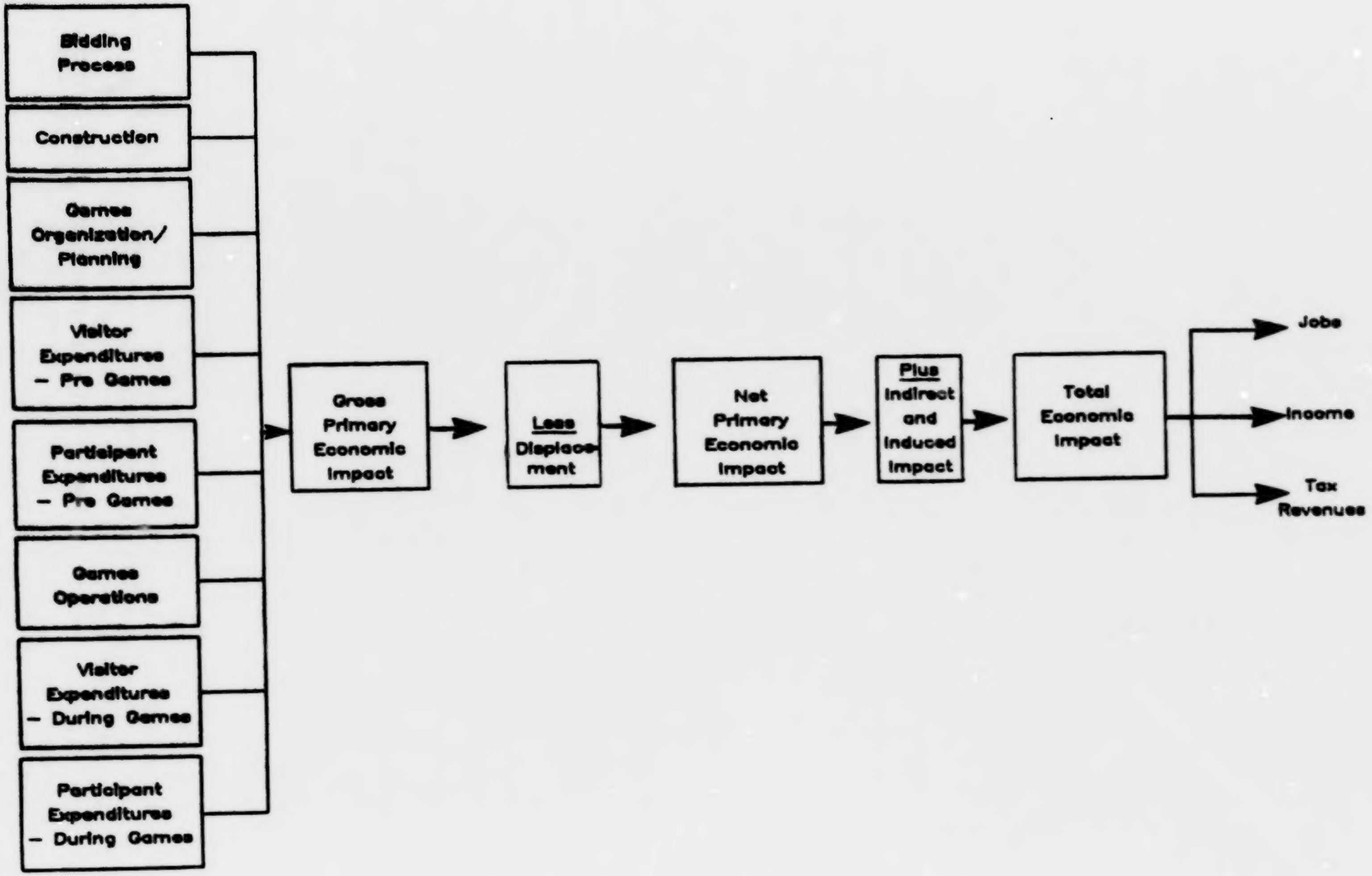
In this chapter, primary economic impacts are quantified on a preliminary basis, based on the experience of Montreal and Los Angeles and the projected expenditure figures for 1996. Potential social and cultural impacts are also identified along with some recommendations on how to avoid potential problems.

SHORT-TERM ECONOMIC IMPACT OVER $1 BILLION

There are several major components contributing to the overall economic impact of hosting an Olympic Games. These are shown schematically in Exhibit V.1. It is possible to broadly quantify these impact components on the basis of the overall expenditure estimates outlined in Chapter IV and estimates of anticipated visitation before and during the Games, drawing from the Montreal and Los Angeles experiences. Estimates for each component at the level of detail developed in a major economic impact study of the Los Angeles Games is beyond the scope of the present study, although it is possible to provide an indication

EXHIBIT V.1

SEVERAL COMPONENTS OF ECONOMIC IMPACT


Bidding Process
Construction
Games Organization/ Planning
Visitor Expenditures – Pre Games
Participant Expenditures – Pre Games
Games Operations
Visitor Expenditures – During Games
Participant Expenditures – During Games
Gross Primary Economic Impact
Less Displacement
Net Primary Economic Impact
Plus Indirect and Induced Impact
Total Economic Impact
Jobs
Income
Tax Revenues

of overall magnitudes. The most important aspects of short-term economic impact are the result of expenditures in the following areas:

- Bidding for the Games.
- Construction of new facilities and upgrading of existing venues.
- Planning, organization and operations of the Games.
- Expenditures by visitors both prior to and during the Games, including athletes, officials, media representatives and all other spectators and visitors.

Montreal and Los Angeles Demonstrate Magnitude of Impact

The primary economic impact of holding the Olympics in both Montreal and Los Angeles amounted to well in excess of $1 billion. This is the general short-term impact of actually planning, organizing and staging the Games, although it should be noted that the impact does occur over approximately a six-year period, as construction, pre-games visitation and organizational spending begin six years prior to holding the Games. These estimates do not take into account long-term economic impact, which is less easily quantified and comes in the form of long-term increases in tourist visitation and business activity. A number of important observations can be made on the primary economic impact of the Montreal and Los Angeles Games.

- Primary economic impact of Montreal Games much greater. Primary, direct economic impact of organizing and staging the 1976 Olympic Games in Montreal amounted to more than $1.5 billion, almost 80% of which was accounted for by the substantial capital expenditures for the construction of major sporting venues and the Olympic Village.
- Visitor expenditure largest component for Los Angeles. While construction activity for the Los Angeles Olympics was intentionally small, overall visitation was so substantial that visitor expenditures formed the largest component of primary economic impact, accounting for close to 60% of the total. This is based on a total of almost 609,000 visitors to Los Angeles who stayed an average of six days, plus 11,100 Olympic Village residents and 18,500 media representatives and Games officials who stayed much longer. It should be noted that almost 50 more countries and 1,000 more competitors attended the Los Angeles Olympics than the Montreal Games.

Short-Term Direct Impacts Accrue by Phase

Each phase in the process of preparing for and hosting the Games has its own set of direct and indirect economic impacts. We have examined the effects of each of those phases of spending separately as they are quite distinct.

1. Bidding Phase: Showcasing the City to the World. Preparing a bid to the IOC for the 1996 Olympics is estimated to cost 5 to 10 million dollars. This expenditure will result in the generation of employment and income for the Toronto region, although it is difficult to quantify the resulting impacts at this early stage. The process of telling the world that Toronto is prepared to take on the Olympic effort would be an invaluable economic development tool and would benefit the city profoundly, regardless of the outcome of the bid. The following considerations would affect the level of impact actually generated by the bidding process:

   - The extent to which funding for the bid would be generated outside the Toronto region, which would dictate the degree of redistribution as opposed to the new spending that would occur.

   - The extent to which tourist visitation would be enhanced by the marketing and publicity that would go hand-in-hand with the bid.

   - The extent to which new businesses and investment would be attracted to the Toronto area because of the marketing and publicity associated with the bid.

   The first of these three factors is not clear at this point, although it is reasonable to presume that up to 50% of bid funding would come from outside the region. The extent to which tourism visitation would be enhanced by the marketing and publicity cannot be projected precisely, although even a 1% or 2% increase in visitation expenditures over one year would fully offset the costs of bidding (1% of tourist expenditures is approximately $20 million, over twice the bidding costs).

   In order that the positive effects of this bidding phase be maximized, it would be important to design the process to bring additional benefits through the promotion of tourism and business in the region.

2. The Construction Phase: Over 10,000 Direct Person-Years of Employment. The proposed Toronto Olympics are based on the premise of minimum capital expenditures in order to replicate the Los Angeles experience. Nevertheless,

EXHIBIT V.2

ECONOMIC IMPACT ANALYSIS OF 1996 TORONTO OLYMPICS

IMPACT OF EXPENDITURES: CONSTRUCTION PHASE

EXPENDITURE:	$276,000,000
INCOME EFFECTS OF TOTAL OUTPUT:	
Total Income	$436,080,000 (1.58 x expenditure)
Wages and Salaries	$257,287,200 (59% of total income)
Other Income	$178,792,800 (41% of total income)
EMPLOYMENT EFFECTS OF TOTAL OUTPUT:	(person-years)
Direct Employment	10,291 ($25,000/yr avg. salary)
Indirect Employment	15,437 (2.50 employ't multiplier)
Total Employment	25,729
TAXATION EFFECTS OF TOTAL OUTPUT:	
Federal Taxes	$26,382,840 (55% of tax revenue)
Provincial Taxes	$15,829,704 (33% of tax revenue)
Municipal Taxes	$5,276,568 (11% of tax revenue)
Total Taxes	$47,968,800 (11% of total income)

The direct expenditure is gross and includes a 20% reduction to account for displacement and transfers outside the region.

Source: CMP/Barnard estimates using Ministry of Tourism and Recreation expenditure impact model factors and multipliers.

it will be necessary to spend an estimated $345 million on the construction of new facilities and upgrading of existing facilities ($180 million of which is expected to be recovered after the Games), as explained in Chapter III. This activity will have the following economic impacts (see Exhibit V.2):

- Over 10,000 direct construction jobs. This level of capital spending on major construction and renovation projects, would generate approximately 10,291 person-years of employment in the construction industry, based on typical, average wage rates and a working year of 1,860 hours.

- Total employment impact of over 25,000 jobs. The construction industry employment multiplier is typically quite high, and approximately 2.5 in Ontario. This means that for every construction job generated directly, an additional 1.5 jobs would result from indirect and induced economic activity. Therefore, to the 10,000 construction jobs created directly by the Olympics project, an additional 15,000 must be added to account for the indirect and induced employment effects.

- Personal income impact of $257 million. The overall personal income impact of the 25,000 jobs created as a result of Olympics construction activity would be approximately $257 million.

It should be noted that the construction employment and income impact occurs primarily during the two or three years prior to the Games.

3. The Planning Phase: Over $500 Million in Expenditures. The estimated total planning and operating budget that would be required for the 1996 Toronto Olympics is conservatively estimated at $694 million. In addition to the overall, direct-expenditure impact of this large operating budget, thousands of jobs would be created. As these cost figures have been based fairly closely on the Montreal operating experience, it is anticipated that the potential number of jobs generated would be quite similar (Exhibit V.3). To the extent that additional labour would be needed, it would likely be provided by volunteers, which would not have a direct economic impact. Direct employment impact of planning the 1996 Olympic Games is estimated, therefore, as follows (see Exhibit V.4):

   - 16,378 person-years of permanent employment based on approximately 4,679 employees averaging three-and-a-half years of service;

EXHIBIT V.3

THOUSANDS OF JOBS GENERATED BY ORGANIZING AND STAGING MONTREAL OLYMPICS

Employees of COJO

	Permanent	Temporary	Short-Term	Total
Administration	117	157	335	609
Official Ceremonies	31	19	227	327
Arts and Culture Program	13	8	41	62
Graphics and Design	18			18
Communications	112	28	452	592
Olympic Village	39	45	3,456	3,540
Construction	14		8	22
Technology	52	13	1,744	1,809
Services	125	140	8,519	8,784
Sports	196	57	3,186	3,439
Revenue	34	7	17	58
Protocol	35	15	232	282
Spectators Services	35	28	319	382
Controller	51	12	28	91
TOTALS	872	529	18,614	20,015
Person-Year Equivalents:	3,052	397	4,654	8,103

Source: Games of the XXI Olympiad, Montreal 1976: Official Report.

- 400 person-years of employment by temporary employees based on 530 employees averaging nine months of service;

- 4,700 person-years of short-term employment based on 19,000 employees over a three-month period (many would be students in summer jobs).

We estimate a total, direct-employment impact of organizing, planning and operating the Games of approximately 16,378 person-years for Ontario. Because of the proposed distribution of venues, it is clear that the majority of these positions would be located in the Metropolitan Toronto region, although there would be some spreading of these benefits throughout Southern Ontario. We also anticipate that a further 12,000 indirect person-years of employment would be generated from the spin-off of this employment expenditure.

4. The Games Operation Phase: Direct Visitor and Participant Expenditures. As shown in the conceptual diagram of Exhibit V.1, four different components of visitor and participant expenditures would contribute to the overall, short-term economic impact of the Olympic Games. These components include the visitor and participant expenditures that occur before the Games because of athletes, officials and other visitors coming to inspect facilities and engage in training and pre-Olympics elimination competitions. The largest proportion, however, of visitor and participant expenditures would occur during the Games. The overall number of visitors and total visitor expenditures are based on the Montreal and Los Angeles experiences. We believe that Toronto is well-positioned to obtain similar, if not higher, levels of visitation for the following reasons:

   - Toronto's proximity to major U.S. cities. In addition to the more than 6 million people in Southern Ontario, an additional 15 to 20 million people are located in a four-hour drive, principally within U.S. cities such as Detroit, Buffalo, Rochester and Syracuse.

   - One hundred million people within two hours flying time. It is estimated that well over 100 million people live within two hours flying time of Toronto because of its eastern North American location. The continent's largest cities, such as New York and Chicago, are less than a one-and-a-half hour flight away, not to mention other major Canadian cities such as Montreal and Ottawa.

EXHIBIT V. 4

ECONOMIC IMPACT ANALYSIS OF 1996 TORONTO OLYMPICS

IMPACT OF EXPENDITURES: PLANNING PHASE

DIRECT EXPENDITURE:	$555,200,000
INCOME EFFECTS OF TOTAL OUTPUT:	
Total Income	$694,000,000 (1.25 x expenditure)
Wages and Salaries	$409,460,000 (59% of total income)
Other Income	$284,540,000 (41% of total income)
EMPLOYMENT EFFECTS OF TOTAL OUTPUT: (person-years)	
Direct Employment	16,378 ($25,000/yr avg. salary)
Indirect Employment	12,611 (1.77 employm't multiplier)
Total Employment	28,990
TAXATION EFFECTS OF TOTAL OUTPUT:	
Federal Taxes	$41,987,000 (55% of tax revenue)
Provincial Taxes	$25,192,200 (33% of tax revenue)
Municipal Taxes	$8,397,400 (11% of tax revenue)
TOTAL TAXES	$76,340,000 (11% of total income)

The direct expenditure figure includes a 20% reduction to account for expenditures taking place outside the region

EXHIBIT V.5

ECONOMIC IMPACT ANALYSIS OF 1996 TORONTO OLYMPICS

IMPACT OF EXPENDITURES: GAMES PHASE

EXPENDITURE LESS DISPLACEMENT	$151,200,000	
INCOME EFFECTS OF TOTAL OUTPUT		
TOTAL INCOME	$189,000,000	(1.25 * expenditure)
WAGES AND SALARIES	$111,510,000	(59% of total income)
OTHER INCOME	$77,490,000	(41% of total income)
EMPLOYMENT EFFECTS OF TOTAL OUTPUT	(person years)	
DIRECT EMPLOYMENT	6,559	($17,000/yr average salary)
INDIRECT EMPLOYMENT	5,051	(1.77 employment multiplier)
TOTAL EMPLOYMENT	11,610	
TAXATION EFFECTS OF TOTAL OUTPUT		
FEDERAL TAXES	$11,434,500	(55% of tax revenue)
PROVINCIAL TAXES	$6,860,700	(33% of tax revenue)
MUNICIPAL TAXES	$2,286,900	(11% of tax revenue)
TOTAL TAXES	$20,790,000	(11% of total income)

The direct expenditure figure includes a 30% displacement allowance and a 10% reduction to account for transfers outside the region.

EXHIBIT V.6

NET SHORT TERM ECONOMIC IMPACT

(Millions $)

Phase	Net Direct Expenditure*	Indirect and Induced Income	Total Economic Impact
Bidding	5	1	6
Construction and Preparation	276	483	759
Planning and Operations	555	366	921
The Games	151	100	251
Total	987	950	1,937

*Net of displacement and transfers outside the region.

Source: Study team estimates.

- The socio-economic and demographic composition of this available population suggests that they have high disposable incomes and high propensities to visit and participate in athletic events of this nature.

Total visitation to a Toronto Olympics in 1996 is conservatively projected at 600,000, just under the Los Angeles estimate, although average length-of-stay would likely be shorter because of the smaller, tourist attractions-base in Toronto compared to Los Angeles (e.g., no Disneyland, Universal Studios, etc.). Based on an average visitor expenditure of $100 per diem for four days (significantly lower than the Los Angeles per diem), total visitor expenditures of $240 million would result, having a substantial direct economic impact (Exhibit V.5):

- Direct employment effects would be approximately 6,559 person-years; indirect effects would be approximately 5,051 person-years.

- Income effects would be approximately $111 million taking into account both 30% displacement and expenditures transferred outside the region.

Substantial Net Short-Term Impact Despite Displacement

The preceding analysis has dealt with the direct gross economic impact as a result of planning and staging the 1996 Olympic Games. Before taking into account the full effects of the indirect and induced employment and income as a result of the multiplier effect, it is important to generate an estimate of the amount of business that would be displaced by the Olympics. For example, some visitor expenditures could be displaced from the usual attractions and accommodations and be channeled towards Olympic activities. This was recognized in Los Angeles where business displacement did occur, resulting in a reduction of the overall positive economic impact.

- Net economic impact almost $2 billion. The estimated net income effect of a Toronto Olympics by component is shown in Exhibit V.6, along with the net impact that would occur as a result of displacement. As noted earlier, this is only a portion of the total economic impact. An appropriate economic multiplier must be applied to account for the indirect and induced economic activity that results from the re-spending of businesses receiving new income as a result of the Olympics. Also, the spending of those who receive jobs directly or indirectly as a result of the Olympics must be accounted for. As shown, there is a total, short-term economic impact of $1.9 billion, net of displacement from planning, organizing and staging the 1996 Olympic Games.

EXHIBIT V.7

TAXATION REVENUE FROM EACH PHASE

	PHASE		
	Construction	Organization	The Games
Federal	$47,968,800	$41,987,000	$10,587,000
Provincial	15,829,700	25,192,000	6,352,000
Municipal	5,276,600	8,397,000	2,117,000
	$69,075,100	$75,576,000	$19,056,000

Total Taxation Revenue = $163,707,100

Sources: CMP/Barnard estimates using Ministry of Tourism and Recreation expenditure impact model factors and multipliers.

- Los Angeles Olympics resulted in tourism and local expenditure displacement. It is difficult to quantify the level of displacement precisely, but broad estimates have been made for the Los Angeles situation, based on an extensive interviewing process. The business and tourist spending displacement was examined by major sector and geographic area and is estimated to have been approximately 30% or $331 million U.S. This is considered the worst-case situation.

- Same displacement level assumed for Toronto Olympics. The level of displacement that occurred in Los Angeles could occur in the case of a Toronto Olympics. Although Toronto is less likely to suffer from the poor publicity that may have scared people away from Los Angeles, the region's tourism and accommodation base has lower excess capacity and would experience higher displacement levels. Therefore, we are assuming a displacement factor in visitor expenditures of 30%.

Government Tax Revenues Amount to Over $160 million

Municipal, provincial and federal governments would all make contributions to the 1996 Olympic Games, mainly by providing incremental services such as security and transportation, as well as some human resources seconded to the Olympic Organizing Committee. We are confident that tax revenues generated in each of the phases described above would assist in compensating the government for costs incurred in supporting the Olympic Games. An initial estimate of taxation revenues suggests that over $160 million would accrue to the federal, Ontario and participating municipal governments as a result of the construction, organization and Olympiad phases of the 1996 Games (see Exhibit V.7). Taxation revenues included in our analysis are: personal income taxes, retail sales tax, corporate profit tax, LCBO and tobacco tax, and gasoline tax. The following is a summary of the taxation revenue that would be generated by each phase.

- The construction phase would be expected to generate almost $70 million in total taxation revenue. This would include $48 million in federal taxes, $16 million in provincial taxes and over $5 million in municipal taxes.

- The organization phase, with local expenditures of over $550 million, would be expected to generate approximately $76 million in taxation revenue. This would include $42 million in federal taxes, $25 million in provincial taxes and over $8 million in municipal taxes.
- With visitor expenditures of $151 million (accounting for displacement), the Games phase itself would be expected to generate almost $20 million in taxation revenue. This would include $11 million in federal taxes, $6 million in provincial taxes and over $2 million in municipal taxes.

SIGNIFICANT LONG-TERM ECONOMIC IMPACT

Long-term, economic impact of the Olympic Games has two forms:

- Long-term increases in tourist visitation and resulting expenditures.
- Increases in business activity as a result of foreign or out-of-province investment, and new businesses encouraged to locate in the city because of an overall enhanced image of Toronto via publicity surrounding the Olympics.
- Increase in business activity, especially exports, seeded by contact between Toronto-area businesses and business people from around the world connected with the Olympics.

Currently, there are an estimated 20 million visitors to Toronto annually who spend an estimated $1 billion each year in the city. Increased tourist visitation would result from return visits on the part of first-time Toronto visitors who came during the Olympic Games as well as those attracted on the basis of worldwide television exposure, especially in the U.S. This is difficult to quantify, although based on some conservative assumptions the following estimates can be made:

- A 5% increase in tourist visitation during the year following the Olympics would result in increased visitor expenditures of $50 million.
- Nominal visitor increases of 2% each year for the following five years would generate an additional $100 million in visitor spending.

EXHIBIT V.8

MANY POSITIVE SOCIAL/CULTURAL IMPACTS

POTENTIAL POSITIVE IMPACTS	BIDDING PHASE	PREPARATION PHASE	THE GAMES/ THE FESTIVAL	POST GAMES
Focal point of activity for community groups	✓	✓	✓	
Spirit of Cooperation		✓	✓	✓
Increased Volunteerism		✓	✓	✓
Increased Awareness of Toronto	✓	✓	✓	✓
Ethnic Interaction	✓	✓	✓	✓
Cultural Development - Awareness - Facilities	✓	✓	✓	✓
Improved Health and Fitness			✓	✓
Job creation and Income		✓	✓	
Improved infrastructure and Facilities		✓	✓	✓
Increased Revenue in Taxes		✓	✓	✓

Therefore, during the six-year period following the Games, $150 million of additional visitor spending could result. The total would likely be much higher, as these estimates are highly conservative.

The economic impact of new investment and new businesses locating in Toronto cannot be quantified with any degree of reliability. However, there is no question that many millions of dollars would accrue to the Toronto and Ontario economies as a result of this factor during the years following the Games.

POSITIVE SOCIAL/ CULTURAL IMPACTS

Retrospectives of previous Olympic Games indicate that both the Games and the associated world cultural festival have positive social and cultural impacts on the host city. These benefits are attributed to work done in all stages of the Olympic process (winning, organizing and hosting the Games) and continue long after the Games are finished (see Exhibit V.8).

Games Promote Increased Cooperation Among All Groups in Society

Winning, organizing and hosting the Olympic Games promotes cooperation among community groups, the private sector and all levels of Government.

- Olympic preparation builds cooperation. Preparation for the Olympic Games and Cultural Festival begins years before the actual events and demands cooperation among all sectors. This cooperation builds strong bridges between Olympic partners; and the goodwill that is developed lasts beyond the Games themselves, providing long-term rewards.

- Spirit of volunteerism promoted. The Los Angeles Olympic experience illustrated the invaluable role that volunteers can play in the preparation and hosting of the Olympic Games and cultural festival. The spirit of volunteerism that could pervade a 1996 Toronto Olympics could have many long-term benefits for the city. Not only could the perception of the value of volunteer work be promoted, but also the volunteer base broadened.

- Cultural interaction reinforced. Toronto is a city in which people from all around the world coexist peacefully. The emphasis on international interaction and cooperation among international communities that is embodied in the Olympic Movement would reinforce and strengthen the ties among cultural groups in Toronto and across Ontario.

Cultural Festival Promotes Artistic Recognition

For over 30 years the cultural festival has been an integral part of the Olympic Games and is viewed on an equal standard with the sports events. This festival would provide the opportunity to promote cultural diversity and excellence, to celebrate international talent, to promote new artists and to create a festive atmosphere for the Games.

- Artistic Talent and Facilities Recognized. The arts community in Toronto embraces the prospect of hosting the 1996 Olympics in Toronto. The city's cultural and artistic facilities are one of its major strengths, and the Olympic Games and cultural festival would increase their recognition worldwide.
- Festival Promotes Increased Participation. The variety of cultural and artistic events presented during the cultural festival would offer something for everyone and will attract new audiences, increasing cultural awareness in the community. The Los Angeles experience indicates that the enhanced visitation rate to facilities experienced during the festival continues after the Games are finished.

Promotion of Fitness Awareness Has Long-Term Benefits

The experience of both Los Angeles and Montreal indicates that hosting the Olympic Games improves athletic involvement among the residents of the host city. By popularizing the sound principles of health, the hosting of the Olympic Games encourages increased participation, significantly enhancing the effectiveness of Government-initiated health and fitness promotion programs. The long-term benefits of improved benefits are well-known: reductions in health costs and reductions in lost productivity due to illness. The improvements in the athletic facilities that are associated with the games lead to increased athletic activity and participation.

Employment Stimulated

The preparation for the Olympic Games will create many new jobs in Toronto and Ontario. The social impact as a result of reduced unemployment could be quite significant. (At the beginning of this chapter we documented the probable employment impacts of each phase of the Games.) Not only would numerous jobs be created for both skilled and unskilled workers, but also about 19,000 summer jobs for students during the Games themselves.

GOOD PLANNING OVERCOMES PROBLEMS

As part of the feasibility exercise, we have identified and examined a number of potential problems associated with hosting the Games. In this section we discuss the potential social problems that could be encountered in the absence of careful planning and awareness. The determination to understand these social impacts at the pre-bidding and bidding phases is essential and indicative of Toronto's tradition of social responsibility.

As we have illustrated below, these potential problems can be ameliorated with careful planning.

- Residential displacement not a likelihood in Toronto. The residential displacement experienced in Vancouver to develop accommodation for Expo '86 visitors has increased the awareness of this potential impact. The Vancouver experience is attributable to an inadequate accommodation base in that city coupled with the potential for developers to profit from conversions. In addition, there was an absence of a clearly articulated social policy for the event and inadequate monitoring of the social impacts of hosting Expo '86. Vancouver's experience with residential displacement would not be duplicated in Toronto. Toronto has a highly-developed and growing accommodation base, and the short-term influx of tourists to participate in the Olympic festivities would not provide a sufficient profit potential to encourage displacement. Public awareness of this potential problem should result in the articulation of a public policy on this issue.

- Services will not be reduced below essential levels. During the Olympics many resources must be re-channelled to ensure the success of the Games. For this 15-day period, Toronto residents may experience changes in services, including police and fire protection, transportation, medical care, community and volunteer services. Traffic congestion, altered transit routes and schedules, and an increase in crowds and noise would be difficult to avoid and could cause some inconvenience.

  While a reduction in some services is inevitable, no service would be reduced below essential levels, and some services such as health and law enforcement would be enhanced. Police protection would be stepped up as part of overall security planning. Fire and ambulance service would be increased to cover the Games and regular requirements. Hospital and in-home medical care would continue at normal levels. The availability of volunteers would be maintained to ensure that volunteer community and social services would not suffer in manpower. While some inconvenience and frustration would be inevitable, much can be alleviated by extensive public awareness campaigns that build upon the benefits of cooperation.

- Allocation of resources must be prioritized. The planning and implementation of the Olympic Games requires the commitment of great financial and human resources. The potential exists for resources to be diverted from community and social service functions to Olympic planning. It will be important to establish priorities in the allocation of resources over the planning period so that needed government programs do not suffer.

- Displacement of local athletes a short-term inconvenience. Displacement of Toronto's own amateur athletes could occur prior to, and during, the Games. This, however, would benefit amateur athletics in the long run, as facilities would be upgraded and expanded for the Games. Also, special provisions could be made to temporarily relocate many of the affected athletes to other nearby training facilities.

- Purely visual upgrading a low priority. Past Olympic host cities have been criticized for undertaking "visual upgrading" of their cities (e.g., along the marathon route), this displacing resources from more substantive improvements. Expenditures on upgrading and beautification of certain routes, public places and venues would be necessary. This process, however, would have to consider medium- and long-term effects, the need and desirability of the change regardless of the Olympiad and the need for substantive upgrade versus visual face-lift.

- Accessibility to Games will be stressed. Access to the Olympic Games and the cultural festival may not be equal for all. Tickets to some events may be too expensive for some residents. Public access to Olympic events would be maximized through the cultural festival and certain public sporting events such as the marathon. In addition, great effort would have to be made to keep tickets affordable, and blocks of tickets could be made available to community service organizations and volunteer groups for distribution to residents with limited financial resources.

- Residents' civil rights will be protected. The security precautions necessary to safely host the Olympic Games would require some limitations to access and freedom of movement. It would be important for organizers and the city to ensure that civil rights would be protected during the Games and freedom of movement maximized for Toronto residents.

* * * * *

Hosting the 1996 Olympics would have a substantial positive impact on Toronto and Ontario. As we have illustrated, the injection of investment and expenditure necessitated by the Games creates thousands of jobs and generates millions of dollars in personal income. Through indirect spin-offs these benefits trickle down through the whole economy providing employment and income effects in every sector.

It is also clear that the social impacts of hosting the Games are overwhelmingly positive. The example of Los Angeles stands out as a model of the Olympics as a rallying point for community groups, businesses and government. As we have stated, the key to realizing these numerous socio-economic benefits is effective planning, organization and monitoring of the preparation for and hosting of the Games. In Chapter VI we address some of these organizational issues.

VI- MANAGING THE NEXT STEP

VI - MANAGING THE NEXT STEPS

A decision by Toronto to seek the COA nomination as the Canadian candidate for the 1996 Olympic Summer Games would begin a challenging and exciting process. There are three distinct stages, the first two of which would be undertaken by the Toronto/Ontario Olympic Council:

1. Getting COA approval
2. Selling the IOC
3. Organizing for the Games

Each stage has its own set of activities and planning requirements (see Exhibit VI.1).

Assuming Toronto can receive COA approval, we have concluded that the chances of winning the IOC vote in Tokyo in October 1990 are very good. Once the approval has been received from the IOC, then a major organizational effort will need to be mounted to prepare for the 100th Anniversary Olympics. Throughout, all activities of the organizations involved should be guided by several management principles that will both tie together the approach from phase to phase, as well as provide a consistent rationale for the support of the many organizations that will be involved.

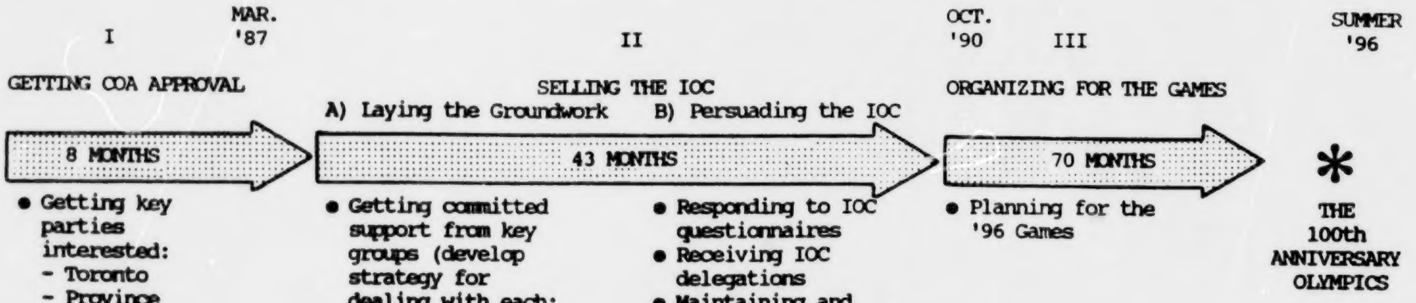
STAGE ONE: GETTING COA APPROVAL

This stage is well underway and, assuming that municipal political support is received for the next step, this stage is expected to be completed at a formal COA meeting next spring. The primary objective of this stage is to obtain COA approval at that meeting. A critical supporting objective is to obtain committed and enthusiastic support from all the organizations that will be required to fully support Toronto's application. Overall, the Stage One process encompasses four principal steps:

1. Secure corporate and governmental support. A bid to the Canadian Olympic Association requires clear evidence of strong private and public sector support for the bid in the candidate municipality. Further support from the province adds to the credibility of the bid as does consideration of federal government perspectives on the city's candidacy.

EXHIBIT VI.I

OVERALL PROCESS INVOLVES THREE MAIN STAGES



I GETTING COA APPROVAL

- Getting key parties interested:
  - Toronto
  - Province
  - Federal government
  - Initial business funders
- Securing Municipal, Provincial and Federal agreement agreement to COA application
- Obtaining letters of support
- Preparing required COA submission
- Obtaining COA approval at March '87 Meeting
- Planning next stage
- Monitoring IOC Lausanne meeting in October re: selection approach

II SELLING THE IOC

A) Laying the Groundwork

- Getting committed support from key groups (develop strategy for dealing with each:
  - City Council
  - Province
  - Federal government
  - Other host locations
  - Citizens
  - Community groups
  - Business funders
- Preparing detailed plans:
  - Overall strategy and policies
  - Cost/Benefit studies
  - Organizational approach
  - Games siting, facilities, programs
  - IOC sales approach
- Letting IOC know Toronto's interest
  - Develop strategies for dealing with/ scaring off competitors
- Detailed planning for next stages
- Organizing a strong presence at Calgary and Seoul Games (Feb. & Sept. '88)

B) Persuading the IOC

- Responding to IOC questionnaires
- Receiving IOC delegations
- Maintaining and broadening committed support
- Refining plans
- Starting to generate revenues
- Lobbying IOC members
- Preparing formal submission to IOC
- Making formal presentation at IOC Tokyo meeting in October 1990

III ORGANIZING FOR THE GAMES

- Planning for the '96 Games

THE 100th ANNIVERSARY OLYMPICS

- Corporate and municipal support comes first. Particularly important are the corporate sector, who have been called upon to support the costs of the first stage, and city and metro politicians in whose municipalities the bulk of the Games would be staged.

- Provincial support is essential. Also important will be Province of Ontario's support, both to speak for the many other municipalities that will be participating in the Games in one way or another, and also to demonstrate the commitment of the province to stage a successful Olympiad.

- Federal liaison also important. While the federal government is unlikely to actively support one city over another, it is important to liaise with the federal government to ensure that the planning taking place in connection with the Games is being done with federal concerns in mind.

2. Submit letter of intent to COA. A key point in this first stage is the formal submission to the COA by a municipality of a letter of intent before September 1. The purpose of this feasibility study is to provide Council with sufficient background information to make the decision to write this letter. This letter must declare Toronto's intent to present its qualifications to the COA for its nomination as Canada's bid for the 1996 Games. The COA will be particularly interested in the degree of governmental and corporate support at this stage and will be assessing such matters as voting results of formal Council resolutions, numbers and reputations of supporting corporations and the quality of the organization that is in place.

3. Prepare formal submission to COA. After the letter of intent, a detailed submission must be prepared for the COA. In the course of preparing the submission, extensive discussions will be held with COA officials to understand the organization's needs and the important factors in its decision-making process. The nature and intensity of this process will be somewhat dependent upon whether one or more other Canadian cities apply for the COA nomination. Throughout this phase, activities will have to be carried out to maintain and enhance support for the bid amongst governments, sports organizations, corporations and community groups.

4. Plan the next stage. Finally, this stage must lay the plans for the succeeding stage, that of obtaining the IOC approval. One important part of that planning will be attendance by key TOOC representatives at the Lausanne meeting of the IOC in October in order to observe the selection and approval process for the 1992 Games, which will take place at that meeting. Also, a detailed budget for the next stage will have to be prepared, including target revenue sources.

The first stage budget is $450,000. It reflects the beginning of a small office organization and the extensive research and preparation required for the COA submission, including travel and entertainment expenses. This stage, as acknowledged in the foreward to this report, is being supported by thirty public-spirited corporations, each of whom have contributed $15,000 to TOOC for this purpose.

STAGE TWO: SELLING THE IOC

Once the COA gives Toronto its blessing, the overall purpose of the next phase is to secure the IOC vote at its Tokyo meeting in October 1990. This phase, however, has two separate stages the first occurring between COA approval and completion of the Seoul Summer Games; the second, over the following two years leading up to the October 1990 decision date.

Laying the Groundwork

This primarily involves much of the detailed planning for staging the Games. As illustrated in Exhibit VI.1, extensive plans are prepared in support of the IOC application and in response to specific IOC questionnaires and delegations.

- Particularly important at this stage is the final formulation of the overall strategy to be used to win IOC approval, as well as the firming up of the Games' venue and facility requirements.

- A second major thrust in this phase will be an intensive program to maintain support from all local interests, and to broaden the interest and excitement about the Games to other host locations, community groups and the average citizen.

- This phase will end with the Summer and Winter Games in 1988 at which Toronto would host major receptions for IOC delegates in Seoul and Calgary during their respective Games.

The marketing effort at this time would be designed to not interfere with the staging of the 1988 Winter Games. Rather, it would be a time to get Toronto's plans ready for implementation over the following two years. Even during this phase, however, it is anticipated that interest will develop in Toronto and Ontario as a possible location for the 1996 Games at home and abroad and it is anticipated that positive benefits will be received by the region from both tourism and business standpoints.

Persuading the IOC

The next two years involve intensive efforts both in Ontario and overseas.

- At home, there will be a continuing build-up of excitement and interest through a broad range of community, business and government organizations.
- Overseas, there will be extensive interaction with the IOC and individual committee members to understand their viewpoints and to persuade them of the strength of Toronto's bid.
- Supporting this last activity will be an active program to promote interaction between Toronto and the rest of the world through ethnic and other community groups, businesses and government agencies.

During this phase of Stage Two, it is anticipated that many visits would be made to Toronto and Southern Ontario by IOC delegates, officers of International Federations and persons from IOC countries interested in viewing prospective sites. This again will produce significant economic and tourism benefits to the region.

Budget Requirements Over $5 Million

Based on the experience of cities that have hosted the Games and those bidding for 1992, budget requirements for this stage will be in the order of $5-$10 million. It is anticipated that revenues will be raised by the TOOC from several sources.

- Corporations will be approached for their support, likely at an annual level not significantly greater than individual funding requirements for Phase One, but with a commitment for a four-year period.

- Additional funding in kind will be provided by goods and services from other corporations and, potentially, government agencies as well.
- A relatively modest level of government funding will also be sought at this time. It could be identified as an element of existing municipal, provincial and federal economic development and tourism promotion program expenditures. Experience elsewhere has demonstrated that the Olympics represent an outstanding opportunity to focus these programs and to achieve significantly higher than normal levels of success. Thus, this investment would be paid back many times in results.
- Finally, the COA will be sought as a supporter on the grounds that success by Toronto will yield significant financial returns to the COA in the future. This support could be either through direct funding or through agreement to use its symbol.

A detailed budget for the entire second stage, including revenue sources, will be developed during Stage One.

Good Chance of Winning IOC Bid

The cities that will compete for the right to host the 1996 Summer Olympic Games are just beginning to start their bids. Currently, the International Olympic Committee is preparing to select the site for the 1992 Games this fall in Lausanne, Switzerland. The leading contenders appear to be Barcelona, Spain; Paris, France; Birmingham, England; Amsterdam, Netherlands; and Brisbane, Australia. It is not until the IOC chooses the host city for the 1992 Games that all the competing cities for the 1996 Summer Games will be known. Possible entrants include losing cities for the 1992 bid, as well as expected or rumoured entrants, including Athens and a U.S. city (possibly Detroit or Miami).

In October, 1990 in Tokyo, the IOC will formally vote on which city it will designate to host the 1996 Olympic Games. There are approximately ninety IOC voters in the process to select the host city. The winning bid is the first city to receive a majority of forty-five votes. Since several of the current IOC members will be retiring before 1996, it is doubly difficult to forecast which cities could be favourites.

Speculating on Toronto's likelihood of success of winning the IOC vote is complicated by the fact that the 1992 site has not been chosen and that very few cities have formally stated their intention to bid. The degree of success of the 1988 Olympic Games in Seoul will also have an impact on willingness

EXHIBIT VI.2

OLYMPIC GAMES VENUE CHART — 1960 - 2000 A.D.

SUMMER	1960	1964	1968	1972	1976	1980	1984	1988	1992	1996	2000
EUROPE	ROME			MUNICH		MOSCOW			EUROPE		
AMERICA			MEXICO CITY		MONTREAL		LOS ANGELES			TORONTO	
ASIA		TOKYO						SEOUL			PEKING
WINTER											
EUROPE		INNSBRUCK	GRENOBLE		INNSBRUCK		SARJEVO		EUROPE		
AMERICA	SQUAW VALLEY					LAKE PLACID		CALGARY			
ASIA				SAPPORO							

NOTE: IF THE 1996 SUMMER GAMES ARE HELD OUTSIDE OF NORTH AMERICA, IT WILL MEAN AN ABSENCE OF 20 YEARS FROM THE PRINCIPAL MARKET.

CUSTOMARY PATTERN OF GAMES ROTATION

of cities to bid. Finally, the priority of selection criteria (i.e., TV rights, neutral site, 100th anniversary, a well-run Games) among IOC voting members is still unclear. However, an objective analysis shows Toronto's chances are very good.

- It will be North America's turn in 1996. An analysis of the IOC selection process over the years points strongly to a North American venue for 1996 for three reasons:

  1. Customary rotation. Since 1960, there has been a customary rotation of the Olympics among three continents (see Exhibit VI.2). If a European city gets the 1992 Olympic Games and Peking receives the 2000 Games (which they are actively attempting to do), there is a need to come to North America in 1996 to ensure the Olympics are not out of their major market for twenty years.

  2. Broadcast rights fees. Television revenue is the single most important source of revenue for the Olympic Games. The American networks will pay more money if the Olympics are held in North America for a number of reasons:

     - Lower production costs

     - Major Olympic events can be scheduled for prime time

     - Greater interest by advertisers

     The North American market is key to the amount of revenue received. The classic illustration is the Calgary Winter Olympics for 1988, which received $304 million from the sale of broadcast rights, virtually the same as the Seoul Summer Olympics at $300 million. This was the first time ever that the Winter Games received more broadcast revenue than the Summer Games. The principal reason for this is that the 1988 Winter Olympics will be in a North American time zone, which is more conducive to fulfilling TV-network needs and reaching the world's primary television viewing audience during prime time. For the Olympic movement to keep growing, the IOC needs to continue to gain revenue, largely through TV rights.

3. IOC's preference for neutrality. The last two Summer Olympic Games experienced politically motivated boycotts (the U.S. and others of the 1980 Games in Moscow and the Eastern Bloc countries of the 1984 Games in Los Angeles). The IOC recognizes it cannot afford another major boycott, and it is possible that some communist nations will not attend the 1988 Games in Seoul, South Korea. In the North American continent, Canada is the logical choice to host the Games because of the position of the United States as one of the world's superpowers (which invariably leads to problems) and Mexico's economic and political problems.

- Toronto is competitive with other bids. The preceding discussion lends strong support to the concept of a Canadian venue in 1996. A further analysis of Toronto's strengths and weaknesses with respect to the IOC's principal selection criteria demonstrates that Toronto has strong prospects. Among the strengths of a Toronto bid are the following:

  - Extensive use of existing sporting venues in Toronto and southern Ontario to host an affordable and widely supported Olympics.

  - The overall world-class character of the city and the quantity and quality of required supporting infrastructure.

  - High revenue potential from the sale of broadcast rights because of Toronto's location in the prime-time, North American time zone.

  - The City's cultural and ethnic diversity, which is a model of multi-cultural harmony and reflects the Olympic ideal of harmony between nations.

  - The international accessibility of the city on a world-wide basis and experience at hosting international events.

  As part of the competitive analysis for this feasibility study, we carefully evaluated Toronto and other possible contenders for the 1996 Olympics against each of the perceived IOC selection criteria. While it is not appropriate to publish the results of this comparative analysis, the overall conclusion was reached that Toronto compares very favourably with all other cities that are currently considered to be possible candidates for the 1996 Olympics.

STAGE THREE: ORGANIZING FOR THE GAMES

At this point in time, a detailed plan for the final stage is not yet needed, other than to begin gaining an appreciation of the extent of effort involved. While the preceding chapters dealt with the financial requirements as well as the economic and social impacts of staging the Games, few activities in the world today can match the challenge presented by the need to establish a brand new organization, plan multi-million dollar facilities and organize a complex event involving tens of thousands of people, all of which must be completed by a particular day in the summer of 1996. There can be no delays, no postponements, no venues not ready and no organizational miscues. The eyes of the world will be on Toronto for that day and the following two weeks. If experiences of other cities hosting the Olympics are any guide, then that period will be remembered as one of intense activity and a supreme sense of accomplishment for the events staged.

It should be emphasized that the organization for staging the Games is not solely concerned with the actual fifteen-day event itself. Rather, extensive activities associated with preparations for the Games, the cultural festival and other programs extend the period of its activity, and of world interest in Toronto, both before and after the Games themselves.

Two specific questions are often asked about the actual period of the Games themselves: 1) Can we handle the security requirements? 2) Do we have the necessary transportation systems? An analysis of these two subjects in consultation with appropriate city, metro and provincial officials (see Appendix E) has resulted in the conclusion that, despite the obvious challenges involved, both areas of concern can be handled by existing personnel and facilities.

- Security can be handled effectively. Toronto has had successful experience through numerous major events (e.g., the Pope's visit) in coordinating federal, provincial, municipal and private-sector security forces to ensure the successful execution of the many types of security measures required.

- Good planning can accommodate the transportation demands of the Games. Even with the travel needs of athletes, officials, media representatives and spectators added to the normal requirements of local residents, Toronto and Southern Ontario have the transportation systems in place to handle the increase. Although there are costs involved, proper planning can minimize disruptions and other problems.

ORGANIZATIONAL NEEDS DIFFER

Experience from past Olympiads and our assessment of the needs of the Toronto bid indicate that a different organization is required to win the COA and IOC bids from that needed to plan and stage the Games. There are several reasons:

- Different skills required. The first two stages are highly marketing-oriented and must be carried out by individuals knowledgeable with, and known to, the Olympic sporting world with particular skills in marketing and communications programs. The third stage requires quite different skills, principally those of organization, finance and logistics of the highest order.

- Scale of organization changes. Apart from skill differentials, the two organizations also are quite different in scale. The organization for Stages One and Two builds to an estimated 50 full-time and 80 part-time people by the time of the IOC bid. The Stage Three organization, however, requires a significant buildup of staff starting at approximately 150 and growing to a maximum of 2,500 potential full-time employees and 20,000 potential volunteer members.

- Leadership qualities change. Leadership of the organizations may well change between these two main stages from a marketing and promotionally oriented individual to one skilled at running large complex projects. However, it would be desirable to provide continuity through common members of the boards of directors of both and in some of the full-time staffing positions.

As the organization for the bidding stage, TOOC must retain a degree of independence to allow it to pursue the COA and IOC approvals with a single-mindedness unhindered by inter- or intra-governmental politics or, for that matter, the specific interests of particular corporations or community groups. On the other hand, TOOC will need to be fully accountable for all funding received, must link with various government activities, and needs to maintain active and enthusiastic support throughout from all concerned.

To accommodate these various requirements, TOOC should establish three patron groups, the chairperson of each to be placed on the TOOC Board to provide direct input to the running of the bidding stages:

- Government patrons to include, ultimately, all three levels of government, starting with the committee of Metro mayors already established.
- Corporate patrons, including the 30 corporations sponsoring Stage One, with additions (or subtractions) to correspond to the sponsor group for Stage Two.
- Community patrons comprising representatives of the various community groups that have formally announced their support for the bid to stage the Games, and agreed to assist TOOC in whatever manner is within their means.

The chairpersons for each of these groups will need to be carefully selected. They will need to be acknowledged leaders, able to accommodate diverse interests with no vested interests themselves, and have the time available to direct the activities associated with their respective patron group. It is likely that sub-committees of each of these groups would be established comprising staff and/or volunteer members of the specific governments, corporations or community groups involved. These individuals would then work with TOOC staff in developing and implementing the programs involved.

SEVERAL PRINCIPLES SHOULD GUIDE MANAGEMENT

While TOOC itself will be developing its own strategy for each of the stages, some overriding principles and concepts have been developed of which supporters outside the organization should be aware. These have to do with the nature of the event that Toronto seeks to attract, the key selling points Toronto should be using in its bid and some guidelines for the bidding process itself.

The Event Itself: What is It?

The 1996 Summer Olympic Games will be more than just a series of athletic events taking place over a two-week period; rather they will be:

- The 100th anniversary of the Olympic movement. Thus, they will be a historic event that will attract particularly high levels of world attention, thereby representing unique opportunities for the host city.

- A world cultural festival. The 1996 Olympics should be a world celebration focused not just on the two weeks of the Games but spread over as much of the Olympiad as possible. It will be a time in which both Toronto and the world celebrate a unique, exciting multi-cultural experience.

- Something for all of southern Ontario to celebrate. Not just Toronto, but all venues in nearby co-host cities will be touched by this world event.

- A focus for public and private sector activity. The event will serve as a focal theme for citizens, community groups, businesses and governments in Ontario and elsewhere in Canada to build existing and new programs. Events surrounding the Olympics should be a source of enjoyment and pride for all involved.

- A unique opportunity to focus world attention on Toronto, Ontario and Canada. The Olympics represent a once-in-a-lifetime advertising and marketing opportunity for this area; and the effort should be designed to maximize economic and tourism benefits in the long-term interest of Southern Ontario.

- Over the long run, a legacy. The 100th Anniversary Olympic Games should be a legacy both for the Olympic Movement on which to build its next hundred years and for the people of Toronto and Southern Ontario, in terms of the long-term use of the facilities that were developed or improved. It will be particularly important to develop themes that will allow the Games to be a legacy for future generations of Ontario residents and visitors, through programs involving reminders of the Games and innovative reuse of the facilities involved.

Why Should the Olympic Festival be in Toronto?

The main theme of Toronto's bid for the Games should be as follows:

- Toronto is the model city for the next one-hundred years of the Olympics. Athens was the right city to start the Olympics for their first one-hundred years. Toronto is the City for the second one-hundred years because it reflects the Olympic Ideal:
  - It combines sporting and athletic participation and excellence with a full complement of cultural activities.
  - Its people reflect the Olympics' multi-cultural heritage: Toronto is perhaps unique among cities in the world in terms of its breadth of ethnic groups, and the active government support of multi-culturalism. Like the origins of the city's name, it is truly a "meeting place" for the world.
  - The city and the surrounding area are regarded as a model for the future: Toronto is renowned as a clean, safe, human city that upholds human rights, has concern for the environment and is noted for quality urban design.
  - Toronto and Canada have the type of economy and political system that can manage an imaginative and successful Games. We have a healthy and successful business sector, which would be comfortable interacting with government in support of the major facilities and events. Our political system is stable and in tune with major powers around the world.

Guidelines for the Bidding Process

Each stage of the bidding process is important. Five guidelines should be emphasized throughout:

1. Seek unanimous government support. Both the COA and the IOC will be looking carefully at the way in which municipal, provincial and federal governments support Toronto's bid. They will be reviewing votes taken at crucial times by politicians and for indications of waivering or less-than-complete support for the bid. Since this support is absolutely essential to success, every effort must be made to obtain, and maintain, unanimity at every stage.

2. View the bidding process as an end in itself. While clearly the objective is to secure the IOC nomination for the 1996 Games, the bidding process itself should be designed to provide huge benefits to Toronto and Ontario, and to the community groups and citizens also involved in the process. Stated in another way, programs should be designed so that even if Toronto is unsuccessful in securing the IOC bid, the entire effort would be well justified. Again, increased investment in Southern Ontario, greater business activity and greater tourism visitation should be clearly articulated sub-objectives of the bidding process. Also, the process should seek to provide benefits to the community groups and citizens involved.

3. Vest control throughout in one organization. TOOC should undertake the task of raising the necessary funds, providing the staff and professional resources and mounting the programs to win the bid. It should develop close ties with business, government and community sectors whose support will be crucial during the process. Mechanisms must be developed to keep all sectors fully informed on progress and aware of their respective responsibilities.

4. Take one step at a time. The bidding process is full of pitfalls, unexpected events and complex decisions. It is important to focus on the step at hand: first COA, then IOC approval. The organization must maintain flexibility to respond to changing circumstances right up to the last minute in each of those bidding processes. It is also important to emphasize the need to maintain active support from all parties throughout. However, a major advantage of the whole process is that circumstances change and should government and/or business sectors decide that Toronto should not proceed, it is easy to drop out of the bidding process at any time. The process does not commit Toronto and Ontario until the day that the IOC vote is secured.

5. Take the high road: no "competitor-bashing". Toronto may be in competition against other Canadian cities for the COA nomination and certainly so against other leading cities around the world for the IOC vote in Tokyo in 1990. The Toronto bid should avoid drawing comparisons to other competitors both in the formal submission and in informal discussions. The bid should be focused solely on the virtues of Toronto and its surrounding region.

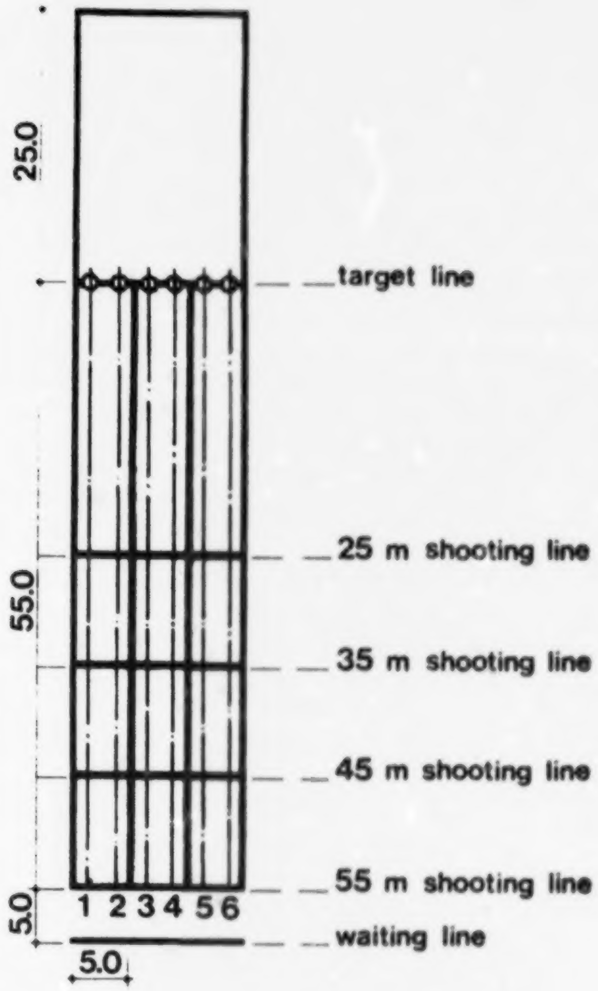
* * * * *

These, then, are the next steps in managing the complex process of bringing the 100th anniversary Olympic Games to Toronto/ Ontario. It will be a challenging process but one with immense rewards at the end. The process alone will yield significant economic and social benefits; although hosting the world in 1996 would be an event that Toronto and Ontario will long benefit from and remember.

PART II - OLYMPIC VENUES

OPENING CEREMONIES

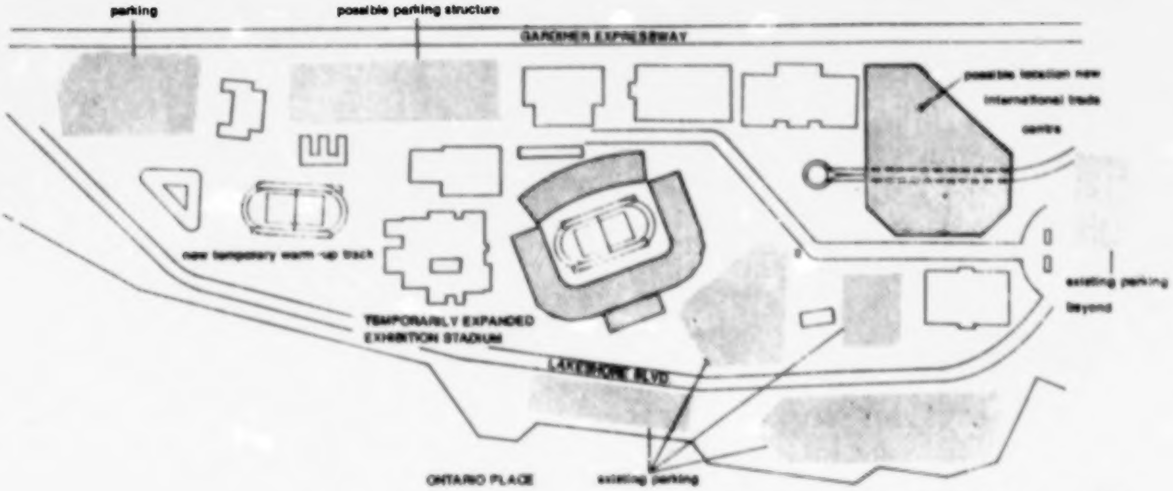
LOCATION:	Domed Stadium Toronto
SEATING CAPACITY:	60,000
DISTANCE FROM OLYMPIC VILLAGE:	27.0 kilometers/16.5 miles
VENUE DESCRIPTION:	Situated at the base of the CN Tower and sporting the world's largest retractable roof, the Domed Stadium, presently in the final design stages, will anchor the festive spirit of the Games in hosting both the Opening and Closing Ceremonies. The Olympic Flame, lit inside the stadium might also light another larger flame atop the CN Tower and, via laser beam, ignite a further flame located at Exhibition Stadium.
PRACTICE SITE(S):	N/A
ALTERNATIVE COMPETITION SITE:	Exhibition Stadium Exhibition Place Toronto


25.0
target line
55.0
25 m shooting line
35 m shooting line
45 m shooting line
55 m shooting line
1 2 3 4 5 6
5.0
waiting line
5.0

ARCHERY
Estimated Venue Cost: $1.5M

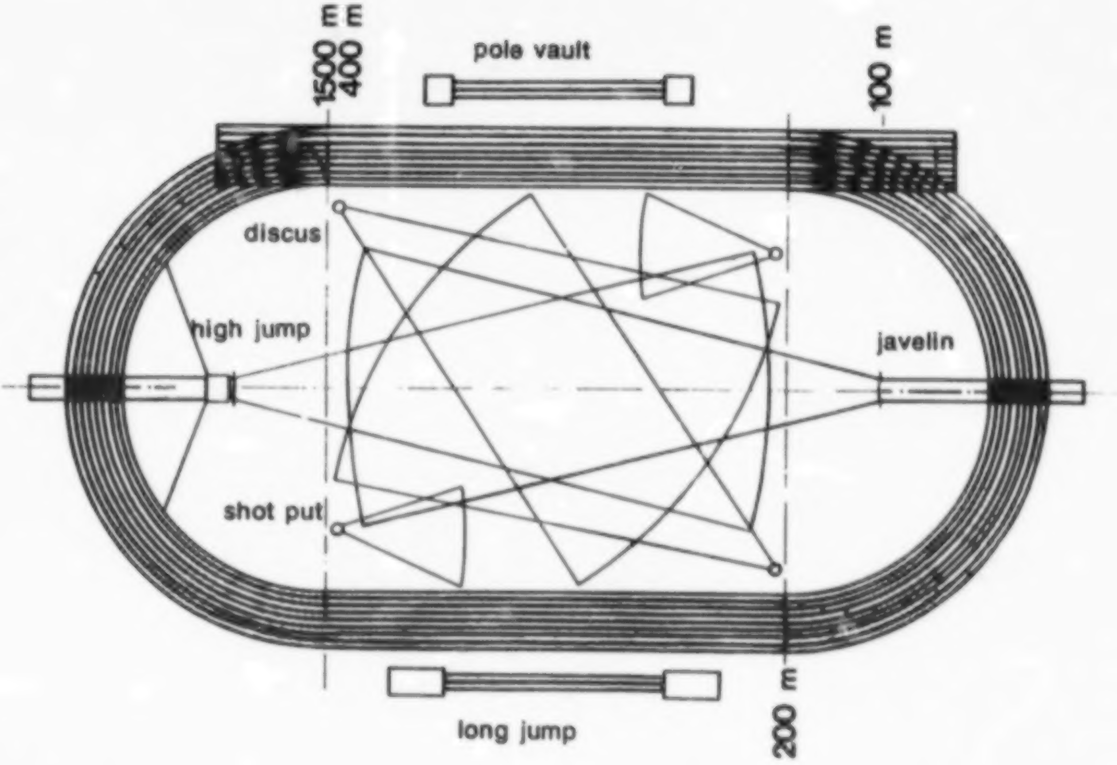
ARCHERY

COMPETITION SITE:	E.T. Seton Park East York/North York
SEATING CAPACITY:	2-3,000 (Temporary)
DISTANCE FROM OLYMPIC VILLAGE:	26.0 kilometers/16.0 miles
VENUE DESCRIPTION:	Located in the valley of the West Branch of the Don River, Seton Park is ideally suited for competitive archery. Sheltered by the valley sides from prevailing winds, this location has the ability to orient the targets to the north so as to avoid shooting into the sun. Temporary seating for 2-3,000 spectators would be provided with competitors' and officials' facilities located at the adjacent Ontario Science Centre. Temporary structures will provide housing for medical and food services as well as a media working area, while tents will offer shade and shelter to athletes and officials alike.
PRACTICE SITE(S):	E.T. Seton Park East York Sunnybrook Park North York
ALTERNATIVE COMPETITION SITE:	Eglinton Flats York


parking
possible parking structure
GARDINER EXPRESSWAY
possible location new international trade centre
new temporary warm-up track
TEMPORARILY EXPANDED EXHIBITION STADIUM
LAKESHORE BLVD
existing parking beyond
ONTARIO PLACE
existing parking

OLYMPIC CENTRE PRECINCT

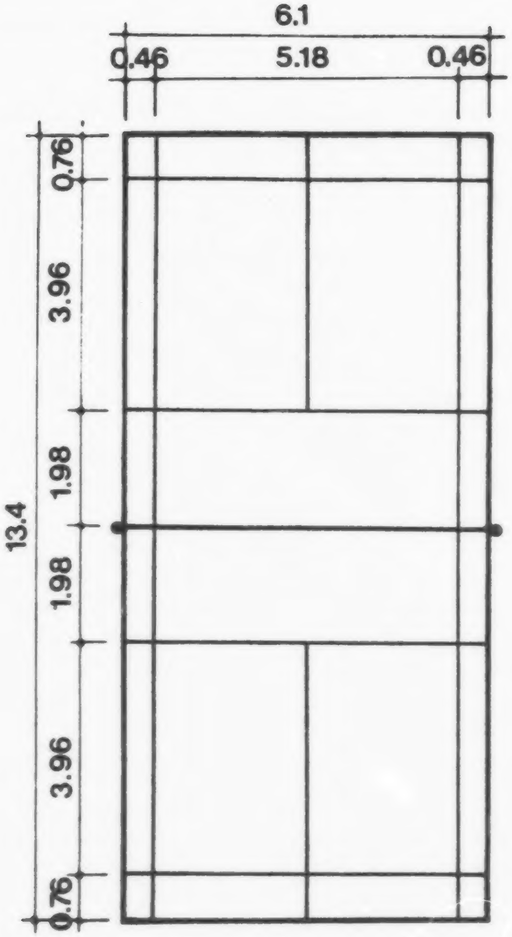
EXHIBITION STADIUM / INTERNATIONAL TRADE CENTRE


1500 m
400 m
pole vault
100 m
discus
high jump
javelin
shot put
200 m
long jump

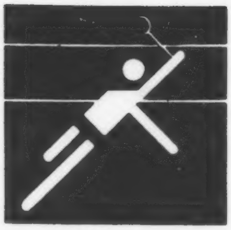
ATHLETICS
Estimated Venue Cost: $70.0M

ATHLETICS

COMPETITION SITE:	Exhibition Stadium Exhibition Place Toronto
SEATING CAPACITY:	90-100,000 (40,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	24.0 kilometers/15.0 miles
VENUE DESCRIPTION:	The Athletic events will be held at Exhibition Stadium which could be temporarily expanded to increase seating capacity to 90-100,000 for the duration of the Games. This expanded version will include the covered north grandstand and the west section of the existing Blue Jays stadium together with a newly constructed south stands and temporary east bleachers. An all-weather 8-lane 400m track, natural turf field and adjacent warm-up track will complete the facilities. Backing onto the new south stands will be an eight-ten story office building incorporating temporary VIP/Spectator boxes. This building, the south stands and track could be retained as the new Ontario Sports Centre/Athlete Training Facility. After the Games the east and west stands and grandstand if required could be dismantled to allow for future development.
PRACTICE SITE(S):	Metro Toronto Track and Field Centre York University Centennial Park Stadium Etobicoke The Athletic Centre University of Toronto
ALTERNATIVE COMPETITION SITE:	N/A

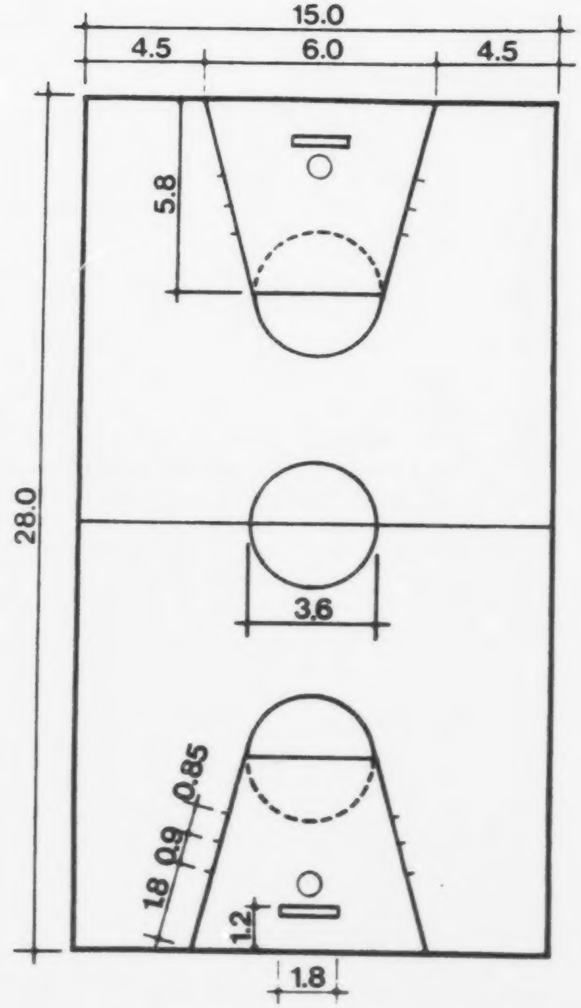

6.1
0.46
5.18
0.46
13.4
0.76
3.96
1.98
1.98
3.96
0.76

BADMINTON
Estimated Venue Cost: $1.0M



BADMINTON

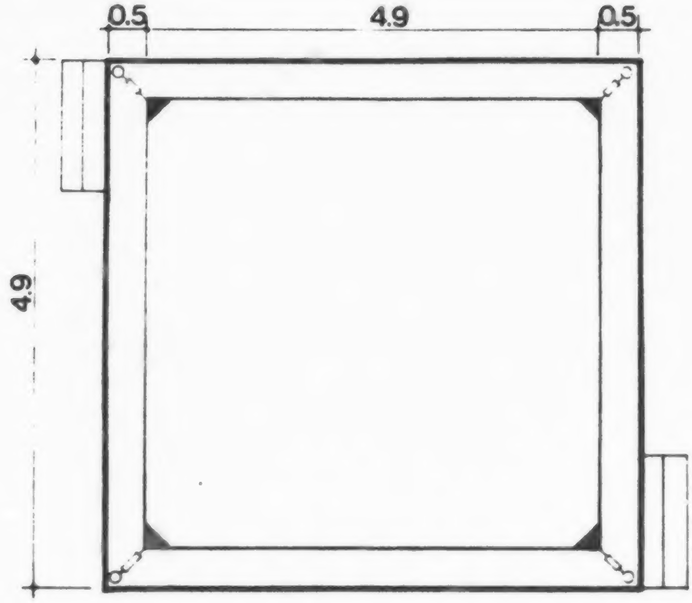
COMPETITION SITE:	Varsity Arena University of Toronto
SEATING CAPACITY:	4-5,000
DISTANCE FROM OLYMPIC VILLAGE:	19.0 kilometers/12.0 miles
VENUE DESCRIPTION:	Centrally located at the University of Toronto, St. George Campus, adjacent to two subway lines, Varsity Arena will serve as the badminton competition venue. Badminton will be introduced as an Olympic sport at the 1992 Olympic Games. Recetly refurbished at a cost of $3,000,000, Varsity Arena will accommodate six competition courts, spectator seating for 5,000 inculding floor level seating, and a full range of facilities for both competitors and officials. Practice courts will be available at the University of Toronto Athletic Centre, located a short distance away.
PRACTICE SITE:	The Athletic Centre University of Toronto
ALTERNATIVE COMPETITION SITE:	Any new or existing facility with seating for 5,000 and a minimum uninterrupted height of 9'0" meters over the floor area.


15.0
4.5
6.0
4.5
5.8
28.0
3.6
0.85
0.9
1.8
1.2
1.8

BASKETBALL
Estimated Venue Cost: $1.0M

BASKETBALL

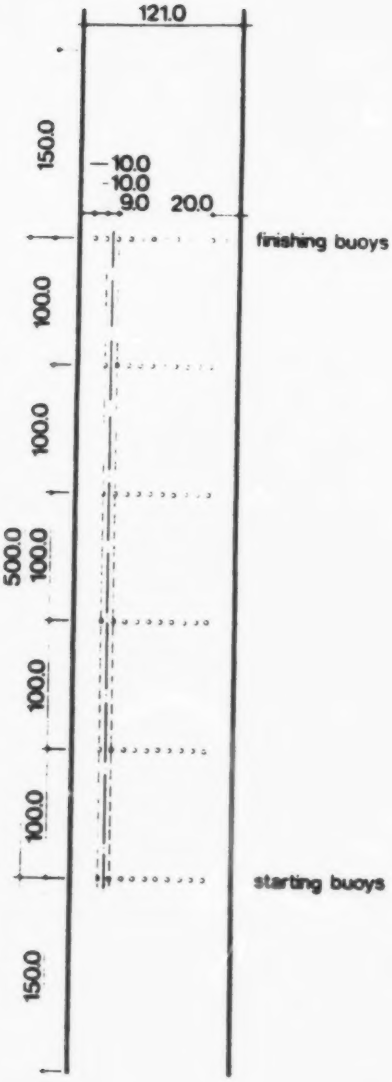
COMPETITION SITE:	Copps Coliseum Hamilton
SEATING CAPACITY:	17,500
DISTANCE FROM OLYMPIC VILLAGE:	80.0 kilometers/50.0 miles
VENUE DESCRIPTION:	Hamilton will serve as a regional sub-centre for the Olympic Games and in that capacity, Copps Coliseum, a recently constructed major sports arena, will host the numerous basketball games associated with the Olympic competition. The large seating capacity will well serve the historical demand for tickets to this very popular Olympic sport. Minimal upgrading is foreseen, namely the installation of an Olympic standard wooden floor and plexiglass backboards meeting FIBA requirements. Numerous practice courts will be available at nearby McMaster University. It should be noted that Copps Coliseum is less than one hour's drive from the Olympic Village at York University in Toronto and, centred in the Golden Horseshoe, is well within driving distance from the United States.
PRACTICES SITE(S):	McMaster University Hamilton Tait McKenzie Facility York University Toronto
ALTERNATIVE COMPETITION SITE:	N/A



BOXING
Estimated Venue Cost: $3.0M

BOXING

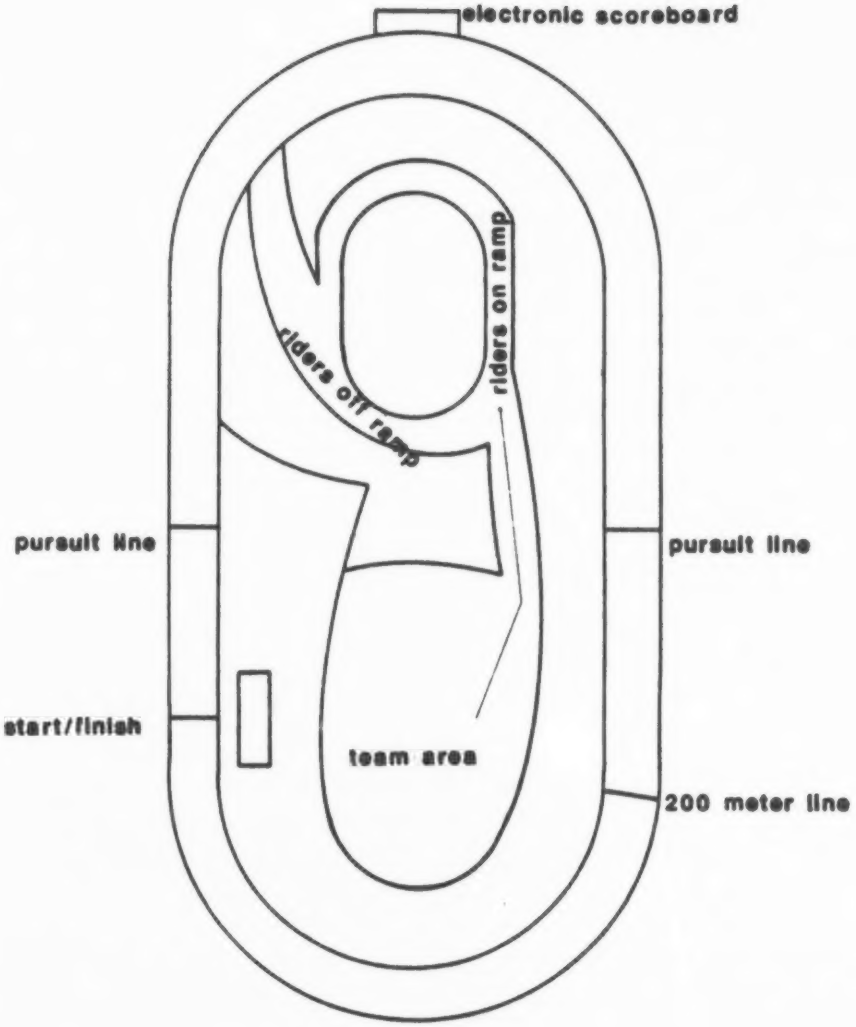
COMPETITION SITE:	Proposed Convention Centre Scarborough
SEATING CAPACITY:	8-10,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	20.0 kilometers/15.0 miles (Scarborough Town Centre)
VENUE DESCRIPTION:	The Olympic Boxing competitions are planned at this stage for the proposed new Scarborough Convention Centre. The high ceiling height and large column-free areas associated with a building of this type allow for the erection of temporary stands to accommodate 8-10,000 spectators. An arena configuration will provide excellent sightlines and close proximity between boxing ring and spectators. Movable stands will accommodate up to five (5) competition rings at once. This is necessary due to the great number of competitors and weight classes common to boxing events. Training and warm-up facilities will also be located within this large-scale facility.
PRACTICE SITE(S):	Competition Site Ice Arena York University Toronto
ALTERNATIVE COMPETITION SITE:	Outdoor facility with temporary stands to accommodate 8-10,000; suspended fabric roof over the competition area; training rings located offsite or in temporary, covered enclosures at the competition site.


121.0
150.0
10.0
10.0
9.0
20.0
finishing buoys
100.0
100.0
500.0
100.0
100.0
100.0
starting buoys
150.0

CANOEING
Estimated Venue Cost: $1.0M

CANOEING

COMPETITION SITE:	Royal Canadian Henley Regatta Course St. Catharines
SEATING CAPACITY:	20,000 (5,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	125.0 kilometers/77.5 miles
VENUE DESCRIPTION:	The world renowned Henley Course in St. Catharines is the logical choice for canoeing events. Facilities already in place will be supplemented to suit Olympic requirements. 5,000 temporary seats will be erected for spectators at the finish line and it is expected another 15,000 people will watch the canoeing events from the banks of the competition site. 500 m and 1,000 m courses for men and a 500 m course for women will consist of 9 lanes, each 9 meters wide. Storage sheds for up to 300 boats and sufficient launching ramps and competitors' facilities will be provided. It is expected that training will take place at the competition venue.
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	Given the possibility that the 1996 Olympic rowing events will consist of weight classes similar to those employed by the canoeing federation, overcrowding may occur at this venue. An alternative competition site for canoeing may be located at the Keating Ship Channel and Turning Basin in Toronto harbour.

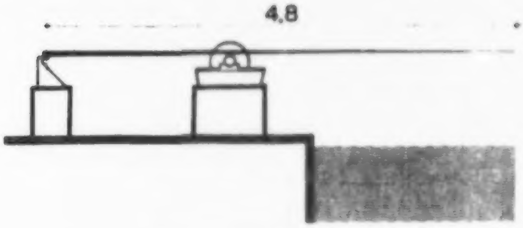

electronic scoreboard
riders on ramp
riders off ramp
pursuit line
pursuit line
start/finish
team area
200 meter line

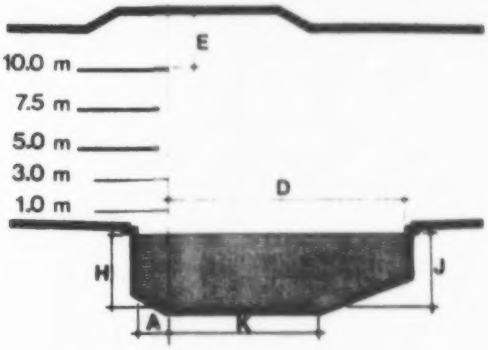
CYCLING
Estimated Venue Cost: $25.0M

ROAD RACING
Estimated Venue Cost: $1.0M

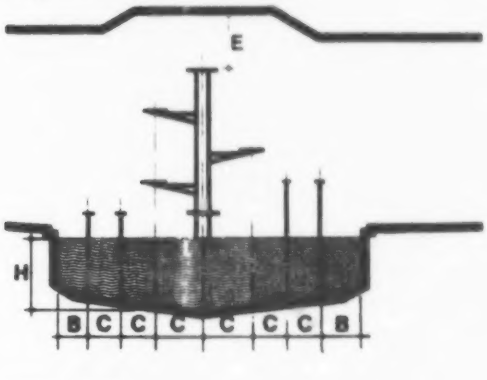
CYCLING

COMPETITION SITE:	New Olympic Velodrome Hamilton/Oakville
SEATING CAPACITY:	8,000 (4,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	56.0 kilometers/35.0 miles
VENUE DESCRIPTION:	Cycling events will be held in a newly constructed Velodrome located in the Hamilton-Oakville area. Permanent seating for 4,000 spectators will be supplemented during the Olympic Games to increase the total to 8,000. The concrete/wooden track will measure 333.33 m in circumference and have up to 48° banked curves. Locker/shower/first aid and doping control rooms, as well as officials rooms, and a bicycle maintenance facility, will be located below the curved banks and seating areas. Road events will have their start/finish lines at the Velodrome and will utilize the natural rise of land at the Niagara Escarpment in the Hamilton area for required elevation changes on the course.
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	A temporary velodrome could be constructed in any location in the Golden Horseshoe region. Employing methods similar to those used in the construction of a temporary velodrome for the 1974 World Championships in Montreal, and with the inclusion of a suspended fabric roof above the track and spectators, this temporary venue could be completed at a substantially lower cost.




E
10.0 m
7.5 m
5.0 m
3.0 m
1.0 m
D
H
J
A
K

longitudinal section


E
H
B
C
C
C
C
C
C
B

cross section

SWIMMING/DIVING
Estimated Venue Cost: $65.0M

PRELIMINARIES
Estimated Venue Cost: $0.5M

DIVING

COMPETITION SITE:	New Olympic Swimming/Diving Complex Metropolitan Toronto
SEATING CAPACITY:	15-20,000 (5,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	N/A
VENUE DESCRIPTION:	Due to spectator seating restrictions among others, the Etobicoke Olympium is seen as inadequate for Olympic diving competitions. A new complex will be constructed in the Metropolitan Toronto area, enclosing under one roof Olympic standard 50 meter, 8-lane competition and warmup/training and diving pools with 1m and 3m springboard and 5m, 7.5m and 10m platforms. Seating for 15-20,000 will be provided to meet the spectator demands of this popular, high profile Olympic sport. This new facility will also house all necessary training, meeting, competitor and official rooms. Adaptive re-use of this complex would see retrofitting the main competition pool into an international ice hockey rink with seating for 16-17,500, while the warm-up and diving pools become the new National Aquatics Centre.
PRACTICE SITE(S):	Competition Site Etobicoke Olympium Etobicoke
ALTERNATIVE COMPETITION SITE:	Temporary open-air Diving Complex incorporating all required Olympic facilities, seating for 10-12,000 spectators and facilities for competitors and officials alike. A suspended fabric roof over the competition and spectator areas could be employed to complete this facility.

EQUESTRIAN
Estimated Venue Cost: $5.0M

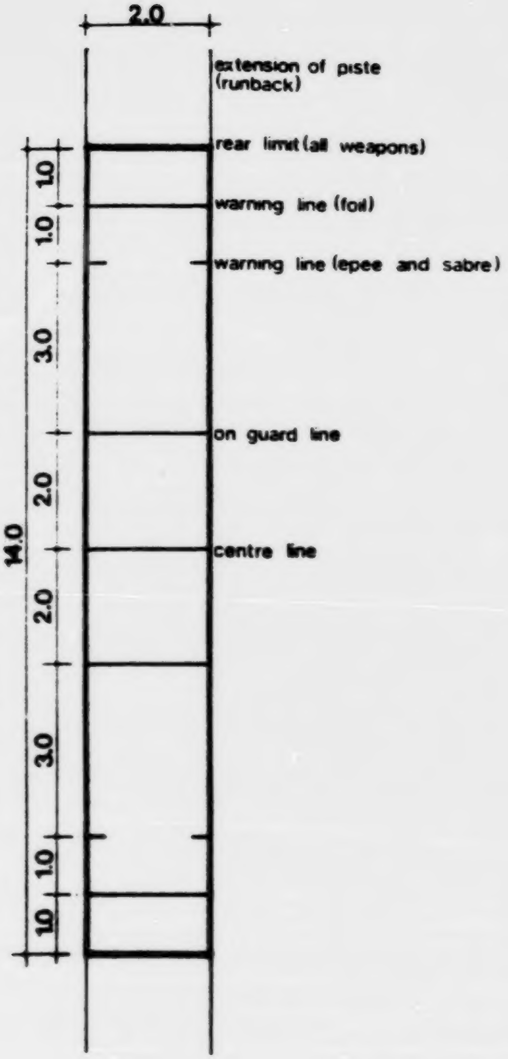
EQUESTRIAN

COMPETITION SITE:	Woodbine Racetrack Etobicoke
SEATING CAPACITY:	25-30,000 (10,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	16.0 kilometers/10.0 miles
VENUE DESCRIPTION:	Woodbine Racetrack, the Ontario Jockey Club's premier racing facility, will be replanned to accommodate the individual and team jumping and dressage competitions. Track operations will be disrupted during the Games and redirected to the Jockey Club's other Southern Ontario venues. Temporary stands will be built across the track and into the midfield to provide an arena-type competition area. Both grandstand and clubhouse seating tiers will be well utilized. The track's existing infrastructure will accommodate stabling for 300 horses, quarantine and training facilities.
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	Greenwood Racetrack Toronto

EQUESTRIAN
3 DAY EVENT
Estimated Venue Cost: $1.5M

EQUESTRIAN 3-DAY EVENT

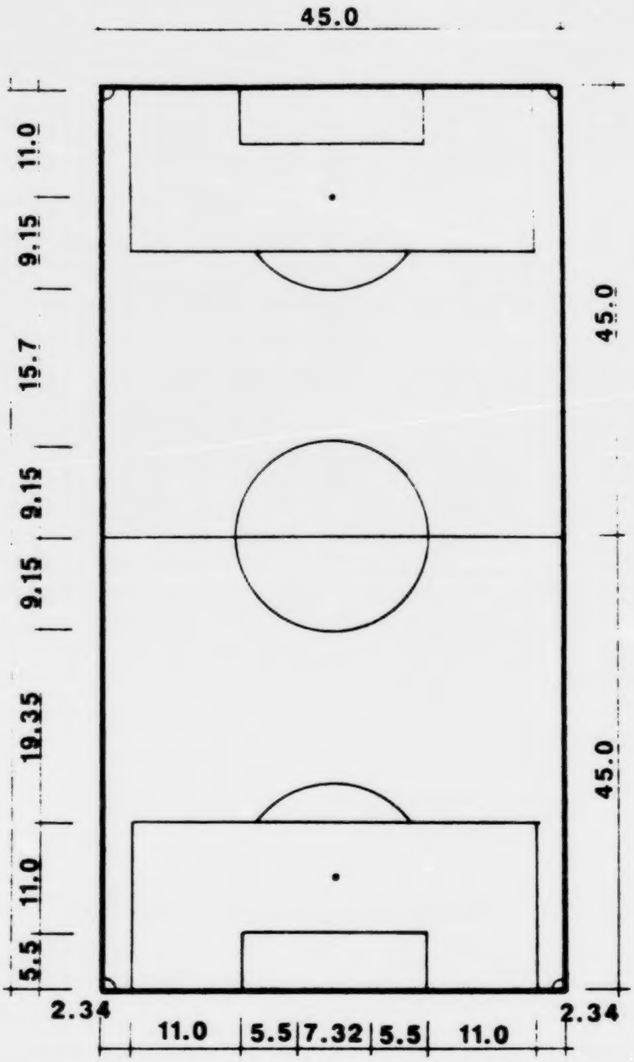
COMPETITION SITE:	Joker's Hill King City
SEATING CAPACITY:	2-3,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	30.0 kilometers/18.5 miles
VENUE DESCRIPTION:	Jumping, dressage and endurance competitions constituting the 3-day event are planned for the Joker's Hill Equestrian Centre. This local venue's hills and wooded lots are ideal terrain for the cross-country endurance test. Existing conditions will be improved and enlarged with several temporary facilities including stands for 2-3,000 spectators, media and officials' tents. Horses and grooms will be accommodated at the Woodbine Racetrack stables and transported to the competition site.
PRACTICE SITE:	Competition Site
ALTERNATE COMPETITION SITE:	Appropriately scaled private equestrian facility or suitable parkland that could be designed to accommodate the 3-day event requirements.


2.0
extension of piste (runback)
rear limit (all weapons)
warning line (foil)
warning line (epee and sabre)
on guard line
centre line
14.0
1.0
1.0
3.0
2.0
2.0
3.0
1.0
1.0

FENCING
Estimated Venue Cost: $1.5M

FENCING

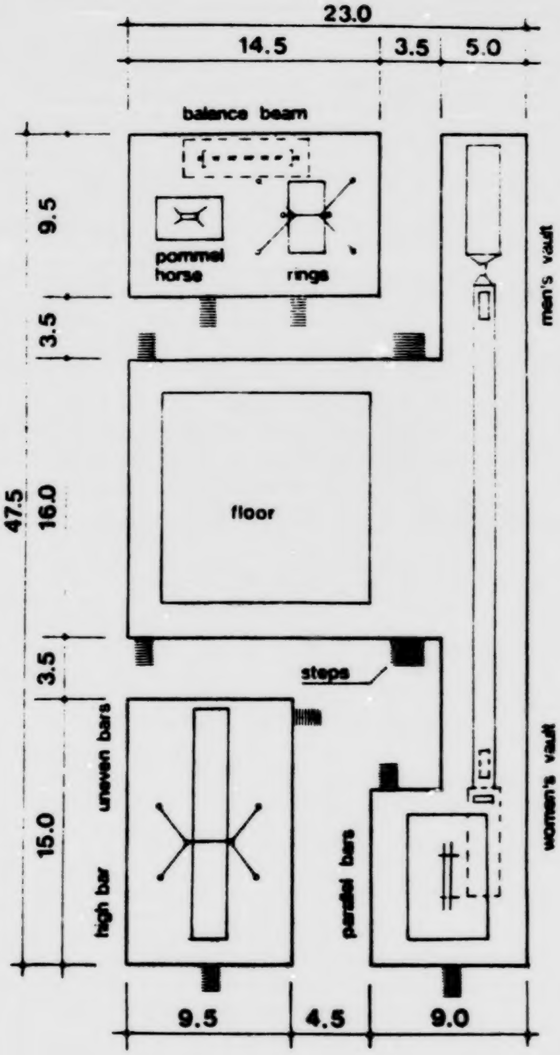
COMPETITION SITE:	Thompson Arena University of Western Ontario London
SEATING CAPACITY:	5-6,000 (2,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	190.0 kilometers/118 miles
VENUE DESCRIPTION:	The two ice pads at Thompson Arena will provide floor surfaces for both fencing competitions and training. Provision for 15 pistes on the competition floor, together with 5-6,000 spectator seats and warmup facilities in the same complex, makes this venue ideal for fencing. Additional training pistes could be located at the University's Thames Hall.
PRACTICE SITE(S):	Competition Site Ice Arena York University Toronto
ALTERNATIVE COMPETITION SITE:	Guelph Memorial Gardens


45.0
11.0
9.15
15.7
9.15
9.15
19.35
11.0
5.5
45.0
45.0
2.34
11.0
5.5
7.32
5.5
11.0
2.34

FOOTBALL
PRELIMINARIES
Estimated Venue Cost: $9.0M

FOOTBALL

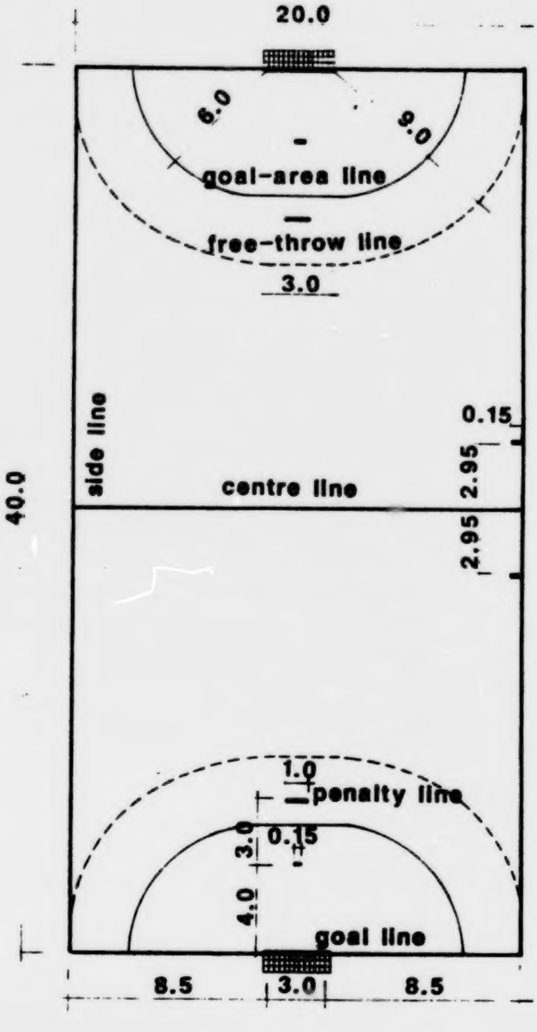
COMPETITION SITE:	Exhibition Stadium Exhibition Place Toronto
SEATING CAPACITY:	90-100,000 (40,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	24.0 kilometers/15.0 miles
VENUE DESCRIPTION:	The final football matches will be played at the new Olympic Stadium where a capacity crowd of 90-100,000 would be expected. Preliminary and exhibition matches would be located at natural turf stadia across Southern Ontario which are capable of holding a minimum of 10-12,000 spectators. Temporary stands could supplement most existing stadia to ensure an average attendance of 15-18,000.
PRACTICE SITE(S):	Competition Site
PRELIMINARY COMPETITION SITES:	Varsity Stadium Toronto Centennial Stadium Etobicoke Birchmount Stadium Scarborough Seagram's Stadium Waterloo Centennial Stadium Kitchener J.W. Little Stadium London Also: Kingston Oakville Ottawa Windsor


23.0
14.5
3.5
5.0
balance beam
9.5
pommel horse
rings
men's vault
3.5
47.5
16.0
floor
3.5
steps
uneven bars
15.0
high bar
parallel bars
women's vault
9.5
4.5
9.0

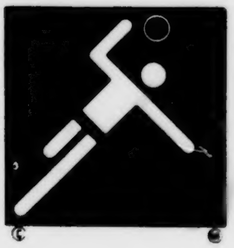
GYMNASTICS/RHYTHMIC GYMNASTICS
Estimated Venue Cost: $3.0M

GYMNASTICS

COMPETITION SITE:	Domed Stadium Toronto
SEATING CAPACITY:	20-30,000 (5,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	26.5 kilometers/16.5 miles
VENUE DESCRIPTION:	With Gymnastics ever growing in popularity as a spectator sport, the Domed Stadium with its movable seating capability and 20-30,000 seat capacity (for this indoor floor sport) was seen as a logical venue for Gymnastics events. The Dome is also large enough to hold the required facilities to enable many teams to warm-up at the same time. Additional facilities will be located at the Athlete's Village for daily training.
PRACTICE SITE(S):	Competition Site Tait McKenzie Facility York University North York
ALTERNATIVE COMPETITION SITE:	Any new or existing building capable of holding: 15,000 spectators, minimum; competition floor measuring 30.0m x 60.0; related spectator, competitor and official facilities.

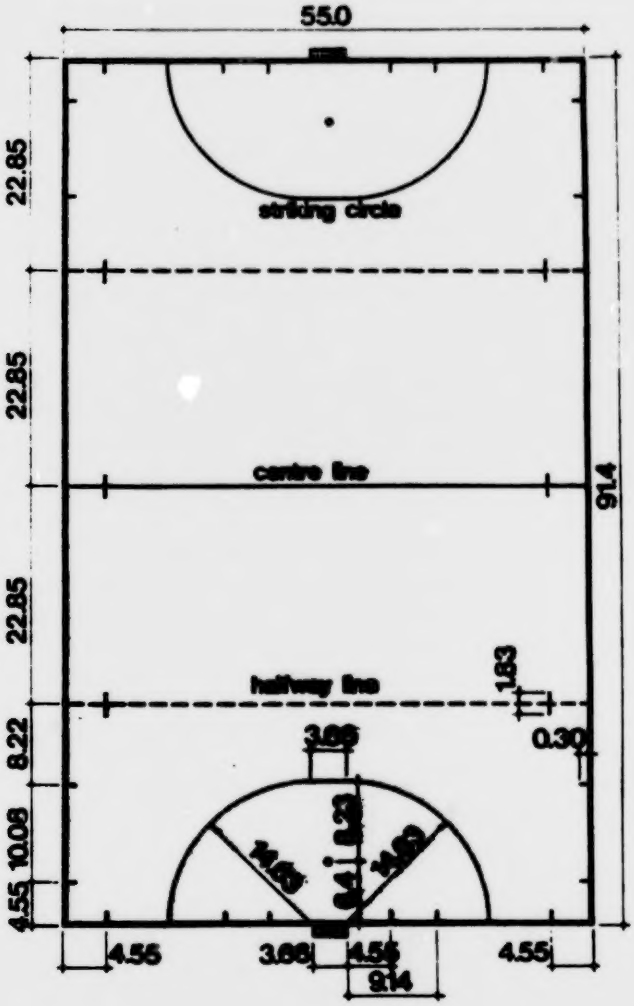

20.0
6.0
9.0
goal-area line
free-throw line
3.0
side line
40.0
0.15
2.95
centre line
2.95
1.0
penalty line
3.0
0.15
4.0
goal line
8.5
3.0
8.5

HANDBALL
Estimated Venue Cost: $1.5M



HANDBALL

COMPETITION SITE:	Coliseum Exhibition Place Toronto
SEATING CAPACITY:	7-8,000
DISTANCE FROM OLYMPIC VILLAGE:	24.0 kilometers/15.0 miles
VENUE DESCRIPTION:	The Coliseum at Exhibition Place will serve as the Olympic Handball venue. Up to 8,000 spectators may be accommodated in an arena-type configuration while the floor area will hold 2 handball courts. Competitor facilities including dressing rooms, lockers and first aid can be located in the adjacent North Industrial Building. Training courts would be located at smaller community arenas across Metropolitan Toronto, each accommodating 2 courts.
PRACTICE SITE(S):	Competition Site Community arenas Metropolitan Toronto
ALTERNATIVE COMPETITION SITE:	Any new or existing facility with spectator capacity of a minimum 7,000 seats and a playing area 20.0 meters wide by 40.0 meters long.

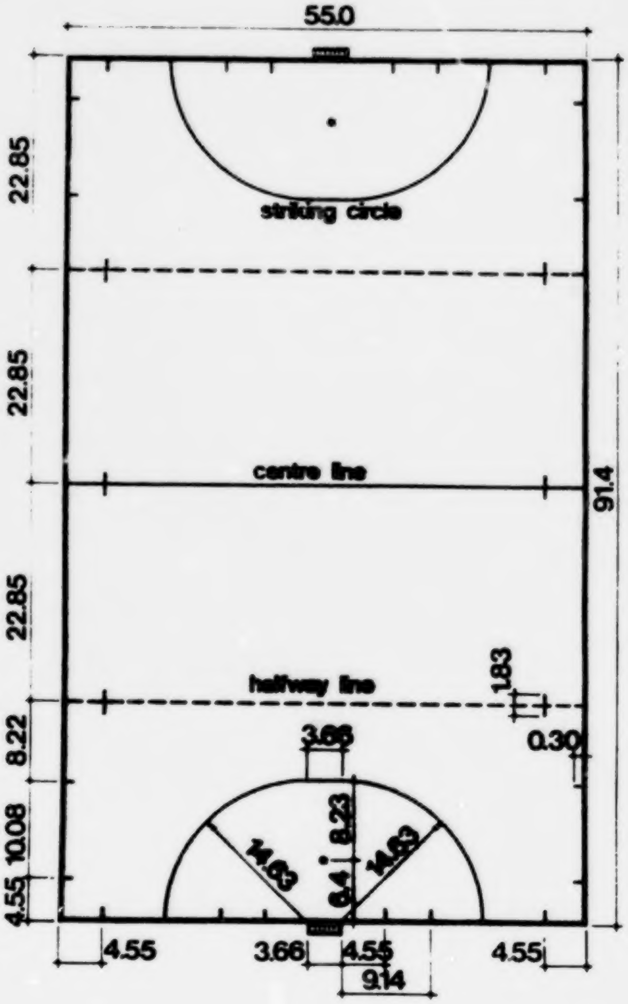

55.0
22.85
striking circle
22.85
centre line
91.4
22.85
halfway line
1.83
0.30
3.66
8.22
10.08
4.55
14.63
8.23
6.4
14.63
4.55
3.66
4.55
9.14
4.55

HOCKEY, MEN'S
Estimated Venue Cost: $1.0M

HOCKEY, WOMEN'S
Estimated Venue Cost: $0.5M

HOCKEY

COMPETITION SITE:	Ivor Wynne Stadium (Men's) Hamilton
SEATING CAPACITY:	25-30,000
DISTANCE FROM OLYMPIC VILLAGE:	80.0 kilometers/50.0 miles
VENUE DESCRIPTION:	Ivor Wynne Stadium, with its artificial turf, meeting FIH specifications, will serve as the sporting location for Olympic hockey competitions. Refurbishing of the facilities' locker and dressing rooms and other improvements ensure top quality hockey standards. Located less than one hour's drive from Toronto, this venue will be easily accessed by spectators wishing to observe both men's and women's hockey games.
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	Any new or existing stadium with artificial turf and minimum spectator seating for 15,000.

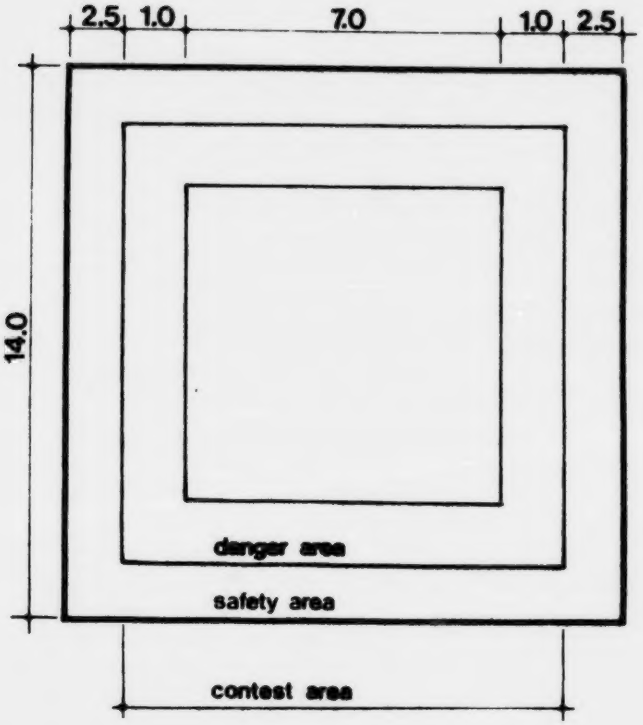

55.0
22.85
striking circle
22.85
centre line
91.4
22.85
halfway line
1.83
0.30
3.66
8.22
10.08
4.55
14.63
8.23
6.4
14.63
4.55
3.66
4.55
9.14
4.55

HOCKEY, MEN'S
Estimated Venue Cost: $1.0M

HOCKEY, WOMEN'S
Estimated Venue Cost: $0.5M

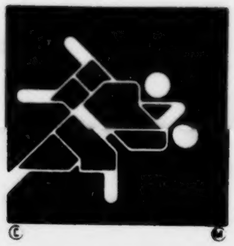
HOCKEY

COMPETITION SITE:	Lamport Stadium (women's) Toronto
SEATING CAPACITY:	10,000
DISTANCE FROM OLYMPIC VILLAGE:	24.0 kilometers/15.0 miles
VENUE DESCRIPTION:	As the official Hockey Training Centre for Eastern Canada, Lamport Stadium is the obvious venue for women's hockey competitions. Existing communications and lighting systems, competitor and spectator facilities, proximity to TTC routes, and its location adjacent to the Olympic Centre at Exhibition Place further justify this location. Seating for 10,000 may be supplemented with temporary stands, however it is planned to have the Women's hockey finals at Ivor Wynne Stadium in Hamilton where 25-30,000 spectators may be accommodated.
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	Any new or existing facility with artificial turf and minimum spectator seating for 10,000.



2.5
1.0
7.0
1.0
2.5
14.0
danger area
safety area
contest area

JUDO
Estimated Venue Cost: $1.0M



JUDO

COMPETITION SITE: London Gardens

SEATING CAPACITY: 6,000
1,000 (temporary)

DISTANCE FROM OLYMPIC VILLAGE: 190.0 kilometers/118.0 miles

VENUE DESCRIPTION: The arena configuration seating 5-6,000 spectators available at the London Gardens well serves the needs of the Olympic Judo competition. For preliminary events, 2 mats could be accommodated on the competition floor with removal of some temporary seating.

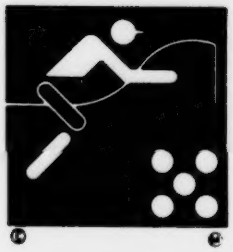
Training and warm up mats will be located near the competition facility at the University of Western Ontario and also at the Athlete's Village for daily workouts.

PRACTICE SITE(S): University of Western Ontario
London

Ice Arena
York University
North York

ALTERNATIVE COMPETITION SITE: Any new or existing arena facility with spectator seating for a minimum of 5,000 in the round; minimum competition area of 20.0 m x 20.0 m.

MODERN PENTATHLON
Estimated Venue Cost: $1.0M



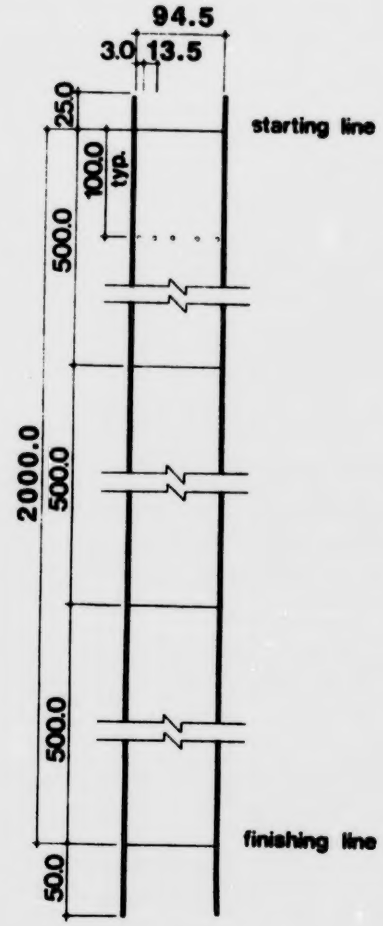
MODERN PENTATHLON

COMPETITION SITE:	Etobicoke Olympium and Centennial Park Etobicoke
SEATING CAPACITY:	3-5,000
DISTANCE FROM OLYMPIC VILLAGE:	19.0 kilometers/12.0 miles
VENUE DESCRIPTION:	The Etobicoke Olympium will provide more than adequate facilities for three of the five Modern Pentathlon events. Equestrian Jumping competition will be held at Woodbine Equestrian Centre while the Rapid-Fire Shooting event will take place at C.F.B. Base Borden near Barrie. The exciting Olympium pool and Field House, even if not expanded for other Olympic sport requirements, will hold the swimming and fencing components. Rolling terrain around Centennial Park's skiing and tobogganing hills will provide the change of elevation required by the cross-country running event.
PRACTICE SITE:	Competition Sites
ALTERNATIVE COMPETITION SITE:	Local existing facilities in the London area could be utilized to provide competition venues for all five modern pentathlon events.

GYMNASTICS/RHYTHMIC GYMNASTICS
Estimated Venue Cost: $3.0M

RHYTHMIC GYMNASTICS

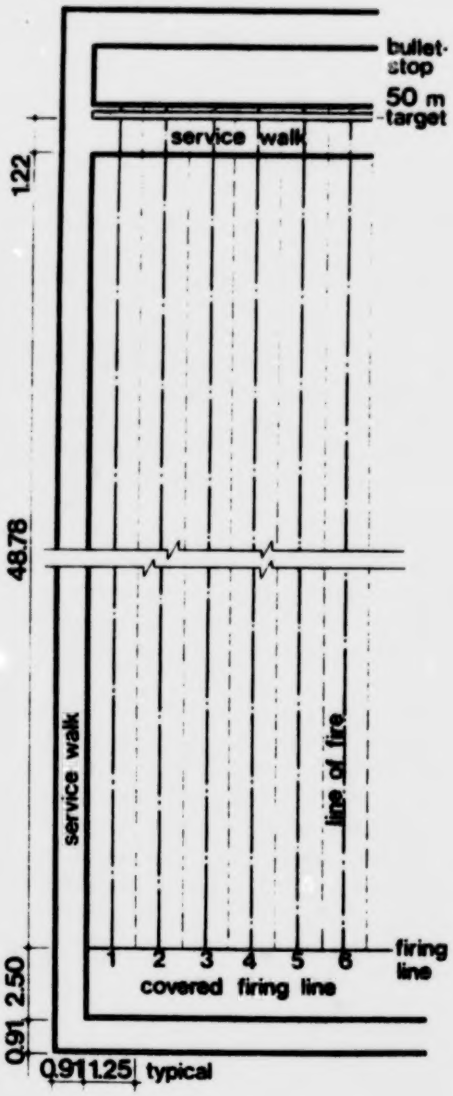
COMPETITION SITE:	Domed Stadium Toronto
SEATING CAPACITY:	20 - 30,000 5,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	26.5 kilometers/16.5 miles
VENUE DESCRIPTION:	With Rhythmic Gymnastics ever growing in popularity as a spectator sport, the Domed Stadium with its movable seating capability and 20-30,000 seat capacity (for this indoor floor sport) was seen as a logical venue for Rythmic Gymnastics events. The Dome is also large enough to hold the required facilities to enable many teams to warm-up at the same time. Additional facilities will be located at the Athlete's Village for daily training.
PRACTICE SITE(S):	Competition Site Tait McKenzie Facility York University North York
ALTERNATIVE COMPETITION SITE:	Any new or existing building capable of holding: 15,000 spectators, minimum; competition floor measuring 25.0m x 50.0; related spectator, competitor and official facilities.


94.5
3.0
13.5
25.0
starting line
100.0 typ.
500.0
2000.0
500.0
500.0
finishing line
50.0

ROWING
Estimated Venue Cost: $1.0M

ROWING

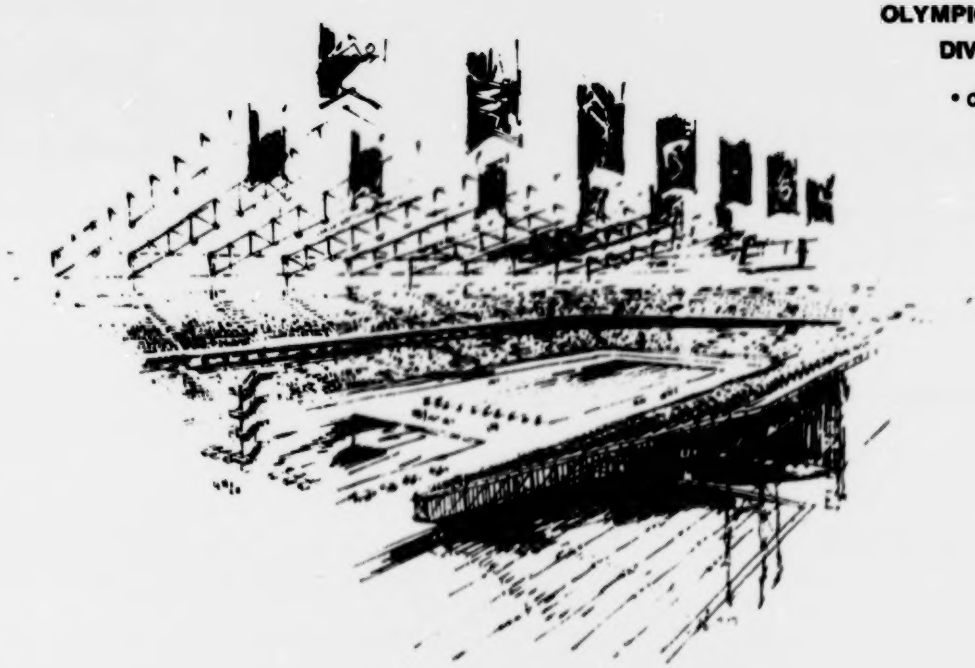
COMPETITION SITE:	Royal Canadian Henley Regatta Course St. Catharines
SEATING CAPACITY:	20,000 (5,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	125.0 kilometers/77.5 miles
VENUE DESCRIPTION:	The world renowned Henley Course in St. Catharines is the logical choice for rowing events. Facilities already in place will be supplemented to suit Olympic requirements. 5,000 temporary seats will be erected for spectators at the finish line and it is expected another 15,000 people will watch the rowing events from the banks of the competition site. The rowing course will have 6 racing lanes each 13.5 meters wide with adjacent return lanes. Overall length for competitions will be 2000 meters. Storage sheds for racing shells and sufficient launching ramps and competitors' facilities will be provided. It is expected that training will take place at the competition venue.
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	N/A


bullet-stop
50 m target
service walk
122
48.78
service walk
line of fire
firing line
1
2
3
4
5
6
covered firing line
2.50
0.91
0.91
1.25
typical

SHOOTING
Estimated Venue Cost: $1.5M

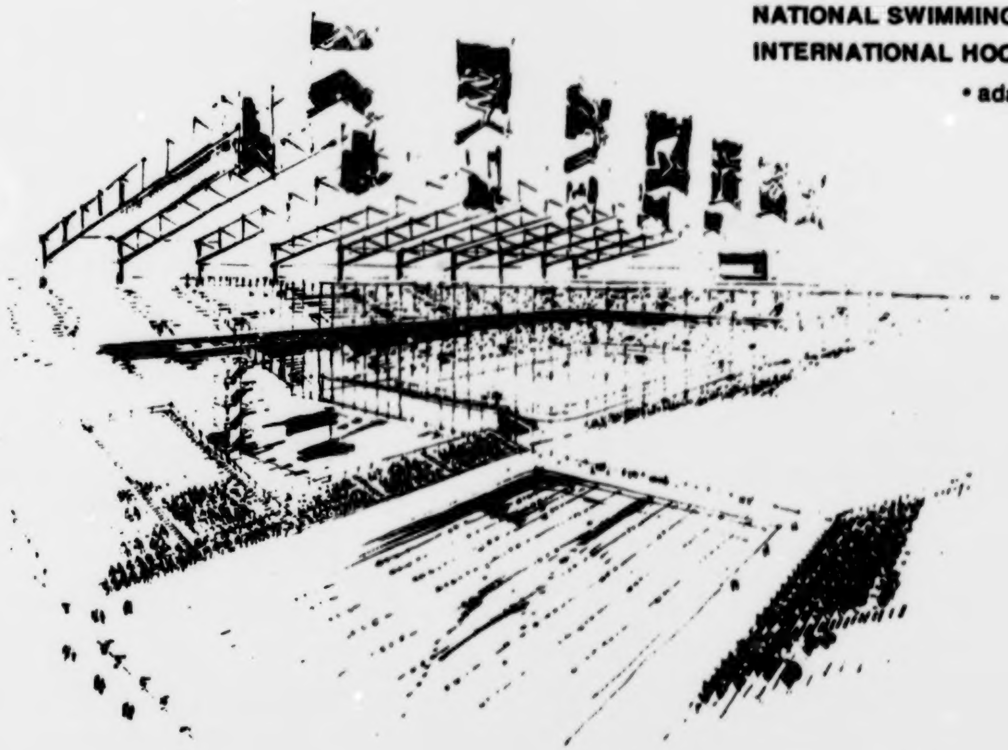
SHOOTING

COMPETITION SITE:	Canadian Forces Base Borden Barrie
SEATING CAPACITY:	2-3,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	90.0 kilometers/55.0 miles
VENUE DESCRIPTION:	C.F.B. Borden is well equipped to handle Olympic Shooting events with minimal upgrading to UIT/ISU standards. Shooting ranges are required as follows: 10 meter range for air gun (indoors with moving targets 25 meter range for rapid fire pistol silhouette shooting 50 meter range for rifle and pistol, 80 targets 300 meter range Trap range for Universal Clay Pigeon Field Skeet range combined with Trap range Moving Target range
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	Any new or existing private or public shooting range which could be upgraded to meet all Olympic requirements.



OLYMPIC SWIMMING / DIVING COMPLEX

• during olympics



NATIONAL SWIMMING CENTRE / INTERNATIONAL HOCKEY ARENA

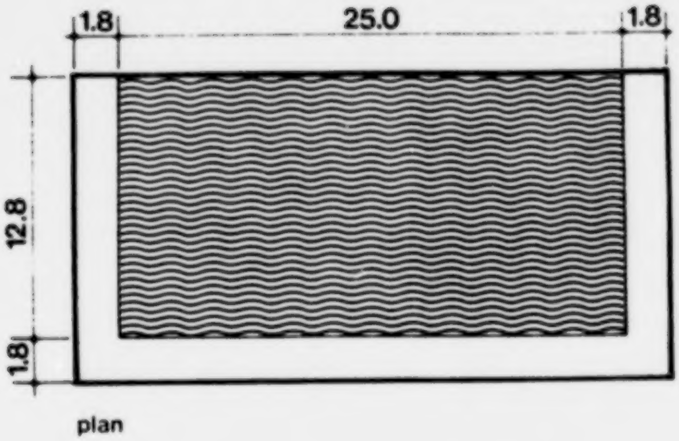
• adaptive reuse

SWIMMING/DIVING
Estimated Venue Cost: $65.0M

PRELIMINARIES
Estimated Venue Cost: $0.5M

SWIMMING

COMPETITION SITE:	New Olympic Swimming/Diving Complex Metropolitan Toronto
SEATING CAPACITY:	15-20,000 (5,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	N/A
VENUE DESCRIPTION:	Due to spectator seating restrictions among others, the Etobicoke Olympium is seen as inadequate for Olympic swimming competitions. A new complex will be constructed in the Metropolitan Toronto area, enclosing under one roof Olympic standard 50 meter, 8-lane competition and warmup/training and diving pools with 1m and 3m springboard and 5m, 7.5m and 10m platforms. Seating for 15-20,000 will be provided to meet the spectator demands of this popular, high profile Olympic sport. This new facility will also house all necessary training, meeting, competitor and official rooms. Adaptive re-use of this complex would see retrofitting the main competition pool into an international ice hockey rink with seating for 16-17,500, while the warm-up and diving pools become the new National Aquatics Centre.
PRACTICE SITE(S):	Competition Site Etobicoke Olympium, Etobicoke Brock University, St. Catharines
ALTERNATIVE COMPETITION SITE:	Temporary open-air Swimming Complex incorporating all required Olympic facilities, seating for 10-12,000 spectators and facilities for competitors and officials alike. A suspended fabric roof over the competition and spectator areas could be employed to complete this facility.


1.8
25.0
1.8
12.8
1.8
plan

SYNCHRONIZED SWIMMING/WATER POLO
Estimated Venue Cost: $10.0M

SYNCHRONIZED SWIMMING

COMPETITION SITE:	Etobicoke Olympium Etobicoke
SEATING CAPACITY:	5-7,000 (3,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	19.0 kilometers/12.0 miles
VENUE DESCRIPTION:	Expanded to increase the existing seating capacity to 5-7,000, the Etobicoke Olympium pool itself is already capable of hosting the Synchronized Swimming events. FINA standards require the competition area to be a minimum of 12m x 12m with a minimum depth of 3m within that zone and 1.7m in the pool area beyond. The increased building size will provide more free deck area around the pool, as well as enabling the Complex to host future major competitions.
PRACTICE SITE(S):	Competition Site Brock University St. Catharines
ALTERNATIVE COMPETITION SITE:	Any new or existing Swimming Complex designed to accommodate Olympic synchronized swimming requirements.

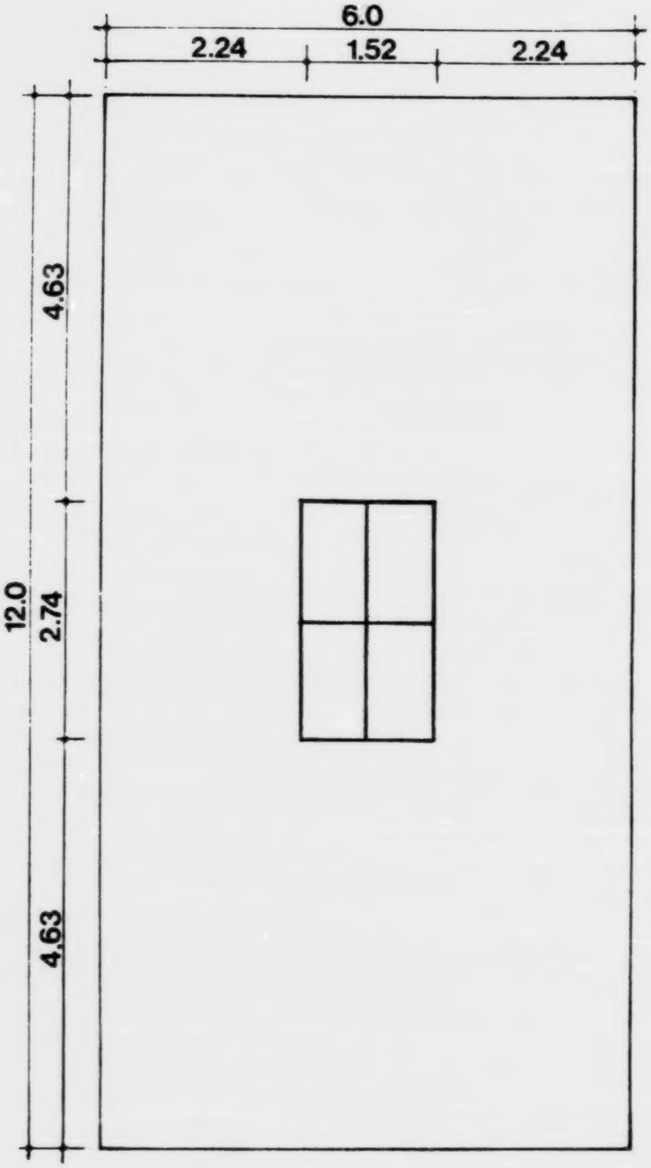
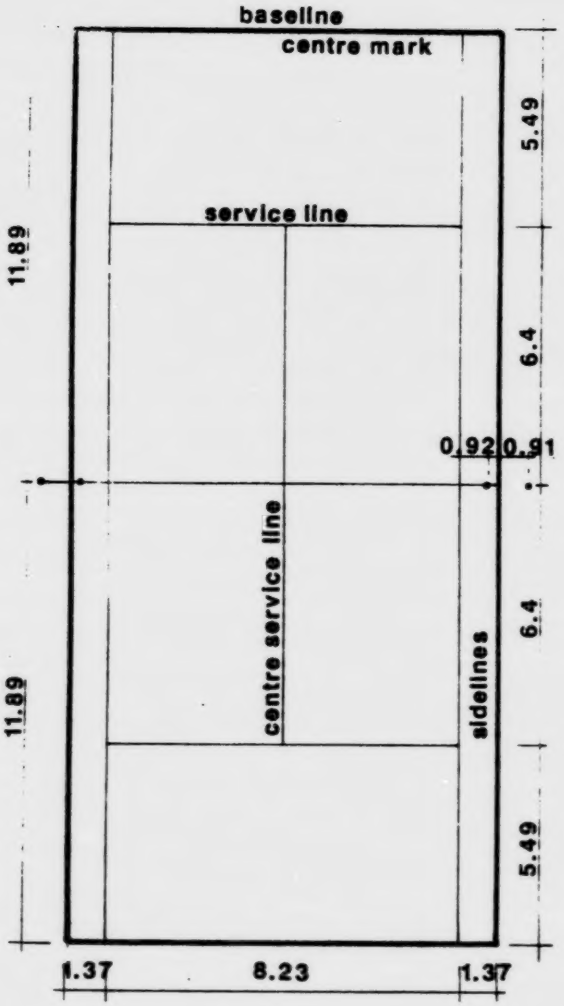

6.0
2.24
1.52
2.24
4.63
12.0
2.74
4.63

TABLE TENNIS
Estimated Venue Cost: $3.0M

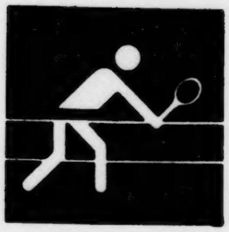
TABLE TENNIS

COMPETITION SITE:	Automotive Building Exhibition Place Toronto
SEATING CAPACITY:	4-5,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	24.0 kilometers/15.0 miles
VENUE DESCRIPTION:	The Table Tennis competition for men and women will be held at the refurbished Automotive Building. Resilient wooden floors similar to those used for basketball will be utilized and mesh surrounds will separate each playing area. Practice halls each accommodating a minimum of 16 tables are provided both in the Automotive Building and nearby sites. Temporary spectator seating for 4-5,000 will be erected within the column-free central area of the building and could extend to the mezzanine above.
PRACTICE SITE(S):	Competition Site Queen Elizabeth Building Exhibition Place Toronto North Industrial Building Exhibition Place Toronto
ALTERNATIVE COMPETITION SITE:	Any new or existing facility capable of accommodating a minimum of 4,000 spectators and a playing area measuring 30m x 40m.


baseline
centre mark
service line
centre service line
sidelines
11.89
11.89
5.49
6.4
6.4
5.49
0.92
0.91
1.37
8.23
1.37

TENNIS
Estimated Venue Cost: $1.0M

TENNIS



COMPETITION SITE: National Tennis Centre
York University
North York

SEATING CAPACITY: 10,000
3 - 5,000 (temporary for preliminary matches at secondary courts)

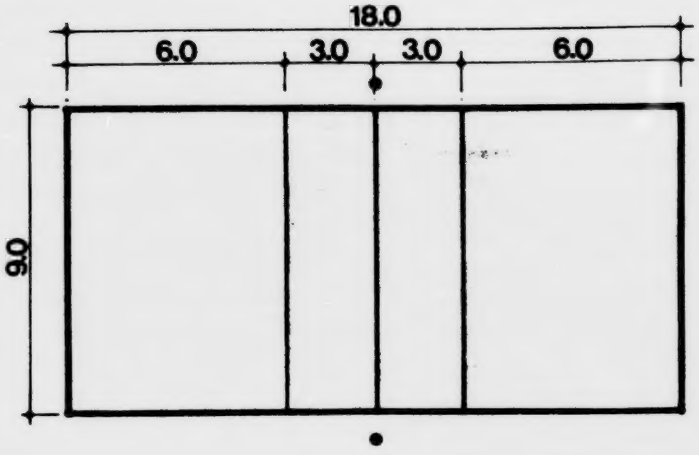
DISTANCE FROM OLYMPIC VILLAGE: N/A

VENUE DESCRIPTION: The National Tennis Centre at York University will host the Tennis competitions. A former Olympic event from 1896-1924 and a demonstration sport for the 1984 Los Angeles Games, Tennis will be reintroduced as an Olympic Sport at the 1988 Seoul Games.

Consisting of 14 courts including centre court with seating for 10,000, the National Tennis Centre provides excellent facilities for staging the Tennis events as can be seen from the success of the annual Players Challenge Tournament.

PRACTICE SITE: Competition Site

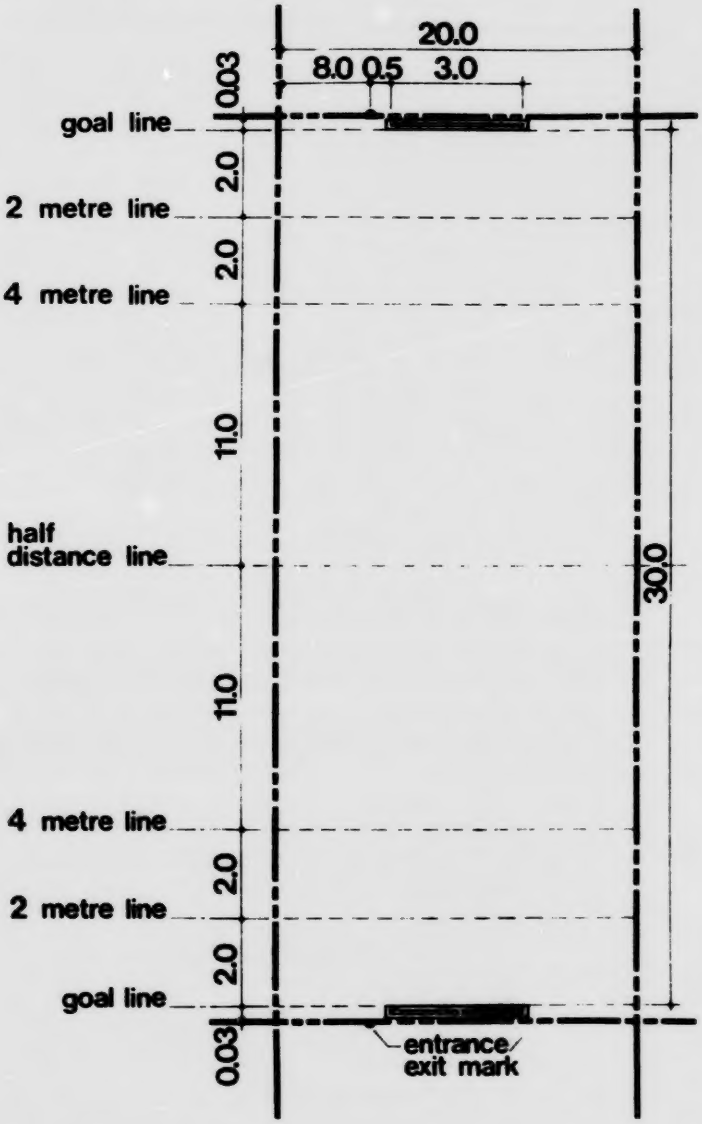
ALTERNATIVE COMPETITION SITE: N/A


18.0
6.0
3.0
3.0
6.0
9.0

VOLLEYBALL
Estimated Venue Cost: $1.0M

VOLLEYBALL

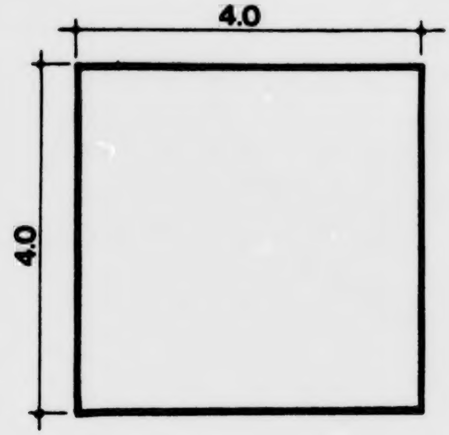
COMPETITION SITE:	Maple Leaf Gardens Toronto
SEATING CAPACITY:	16,500
DISTANCE FROM OLYMPIC VILLAGE:	21.0 kilometers/13.0 miles
VENUE DESCRIPTION:	Men's and Women's Volleyball competition will be staged at venerable Maple Leaf Gardens in downtown Toronto. The arena seating configuration for 16,500 spectators provides excellent sightlines and close proximity to the action. The building's vaulted ceiling accommodates the required clear height of 12.5 m above the playing surface while the floor area provides up to 6 competition courts during preliminary rounds. Practice courts are available at the University of Toronto and in the Athlete's Village at York University. Warm-up courts will be located at nearby Ryerson Polytechnic.
PRACTICE SITE(S):	The Athletic Centre University of Toronto Tait McKenzie Facility York University Ryerson Polytechnic
ALTERNATIVE COMPETITION SITE:	N/A


20.0
8.0
0.5
3.0
0.03
goal line
2.0
2 metre line
2.0
4 metre line
11.0
half distance line
30.0
11.0
4 metre line
2.0
2 metre line
2.0
goal line
0.03
entrance/ exit mark

SYNCHRONIZED SWIMMING/WATER POLO
Estimated Venue Cost: $10.0M

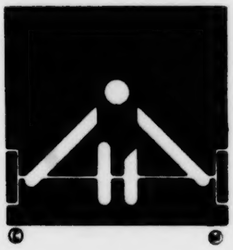
WATER POLO

COMPETITION SITE:	Etobicoke Olympium Etobicoke
SEATING CAPACITY:	5-7,000 (3,000 temporary)
DISTANCE FROM OLYMPIC VILLAGE:	19.0 kilometers/12.0 miles
VENUE DESCRIPTION:	Expanded to increase the existing seating capacity to 5-7,000, the Etobicoke Olympium pool itself is already capable of hosting the Water Polo events. FINA standards require the competition area to be a minimum of 20m x 30m with a minimum depth of 1.8m. Referees platforms 1m x 32m will be provided on both sides of the pool. The increased building size will provide more free deck area around the pool, as well as enabling the Complex to host future major competitions.
PRACTICE SITE(S):	Competition Site Brock University St. Catharines
ALTERNATIVE COMPETITION SITE:	Any new or existing Swimming Complex designed to accommodate Olympic Water Polo requirements.

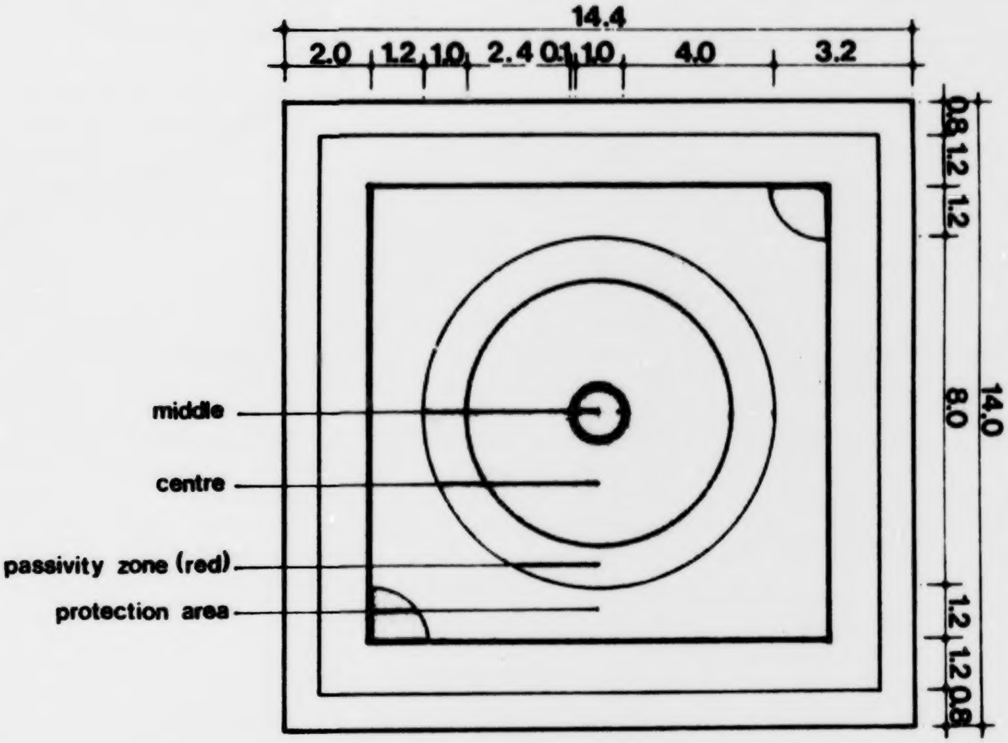


WEIGHTLIFTING
Estimated Venue Cost: $0.5M

WEIGHTLIFTING



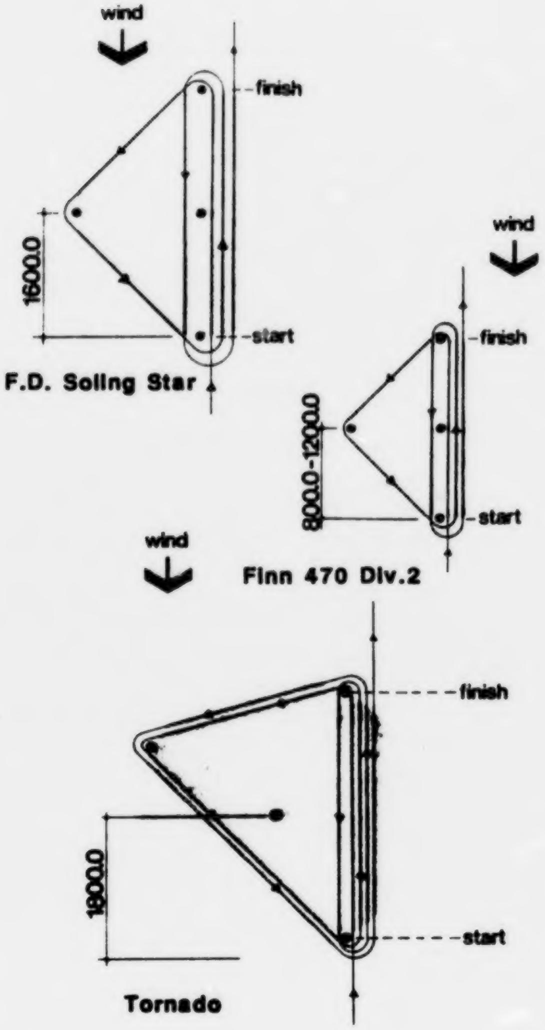
COMPETITION SITE:	O'Keefe Centre Toronto
SEATING CAPACITY:	3,000
DISTANCE FROM OLYMPIC VILLAGE:	22.5 kilometers/14.0 miles
VENUE DESCRIPTION:	Minimal upgrading to IWF standards will enable Toronto's O'Keefe Centre to hold the Weightlifting competition. Existing seating for 3,000 in a theatre type arrangement will meet spectator requirements for this Olympic sport. Sightlines are ideal. A stage area measuring 15m x 15m, adjacent warm-up area with 8-10 platforms, 15-20 lifter's cabins and dressing rooms would provide the required competitors' and officials' facilities.
PRACTICE SITE:	The Athletic Centre University of Toronto
ALTERNATIVE COMPETITION SITE(S):	Any new or existing facility that could be designed to accommodate approximately 3,000 spectators arranged in a theatre-type layout and to include the required Olympic Standards for weightlifting events. Possible venues are theatres; arenas; convention centres.


14.4
2.0
1.2
1.0
2.4
0.1
1.0
4.0
3.2
0.8
1.2
1.2
8.0
14.0
1.2
1.2
0.8
middle
centre
passivity zone (red)
protection area

WRESTLING
Estimated Venue Cost: $1.5M

WRESTLING

COMPETITION SITE:	Kitchener Memorial Auditorium Kitchener
SEATING CAPACITY:	6 - 7,000 1,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	112.0 kilometers/70.0 miles
VENUE DESCRIPTION:	In its capacity as a regional Olympic sub-centre, Kitchener will host the wrestling competitions at the Kitchener Memorial Auditorium. The existing floor area will provide between 3 and 4 wrestling podia. Competitor warm-up mats and resting rooms and officials' rooms can be accommodated within the building's refurbished facilities. A medical centre, large massage room and media centre will also be provided for the duration of the Games. Practice mats will be located at nearby University of Waterloo, and at the York University Athlete's Village.
PRACTICE SITE(S):	Competition Site Ice Arena York University University of Waterloo
ALTERNATIVE COMPETITION SITE:	New multiple ice hockey rink complex proposed for the Mississauga area, designed to accommodate temporary seating for 5-6,000 spectators.


wind
finish
1600.0
start
F.D. Soling Star
wind
finish
800.0-1200.0
start
Finn 470 Div.2
wind
finish
1800.0
start
Tornado

YACHTING
Estimated Venue Cost: $1.5M

YACHTING

COMPETITION SITE:	Portsmouth Olympic Harbour Lake Ontario Kingston
SEATING CAPACITY:	N/A
DISTANCE FROM OLYMPIC VILLAGE:	275.0 kilometers/170.0 miles
VENUE DESCRIPTION:	Site of the Olympic Yachting competition during the 1976 Montreal Games, Portsmouth Olympic Harbour at Kingston is world renowned for favourable wind and water conditions. The annual CORK regatta sailed out of this venue is attended by thousands of sailors in countless sailing classes including the Olympic classes. The number of World, North American and National Championships held in Kingston attest to its importance as a yachting centre. The existing marina facility including the dry-land complex will be recommissioned again for 1996. Yachts presently moored in the harbour will be relocated in local marinas prior to the Olympic Games.
PRACTICE SITE:	Competition Site
ALTERNATIVE COMPETITION SITE:	Bluffers' Park Marina Lake Ontario Scarborough

CLOSING CEREMONIES

LOCATION: Domed Stadium
Toronto

SEATING CAPACITY: 60,000

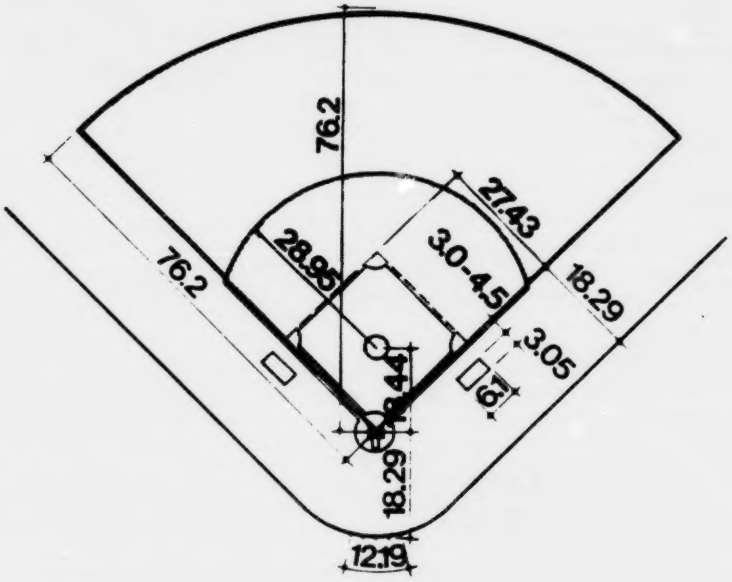
DISTANCE FROM OLYMPIC VILLAGE: 27.0 kilometers/16.5 miles

VENUE DESCRIPTION: Situated at the base of the CN Tower and sporting the world's largest retractable roof, the Domed Stadium, presently in the final design stages, will anchor the festive spirit of the Games in hosting both the Opening and Closing Ceremonies.

Unlike previous Games where traditionally the final event held before the Closing Ceremonies was the Equestrian Individual Jumping competition, it is planned that the finish of both the men's and women's marathons would take place inside the Domed Stadium. Both marathons would start simultaneously: men's at Oakville; women's at Oshawa.

PRACTICE SITE(S): N/A

ALTERNATIVE COMPETITION SITE: Exhibition Stadium
Exhibition Place
Toronto


76.2
27.43
28.95
3.0-4.5
76.2
18.29
3.05
6.1
18.44
18.29
12.19

BASEBALL

COMPETITION SITE:	Domed Stadium Toronto (Finals only)	Durham Fields Oshawa
SEATING CAPACITY:	60,000	3 - 5,000
DISTANCE FROM OLYMPIC VILLAGE:	25.5 kilometers/ 16.5 miles	70.0 kilometers/ 43.0 miles
VENUE DESCRIPTION:	In the event that the Domed Stadium becomes the venue for finals competitions in many indoor floor sports including tennis, volleyball, gymnastics and boxing, this facility might also host the finals in the Olympic Demonstration Baseball Series. Preliminary games and demonstrations in general would be held at the popular Oshawa area ball parks at Durham Fields.	
PRACTICE SITE(S):	Competition Site	
ALTERNATIVE COMPETITION SITE:	N/A	

BOARD SAILING

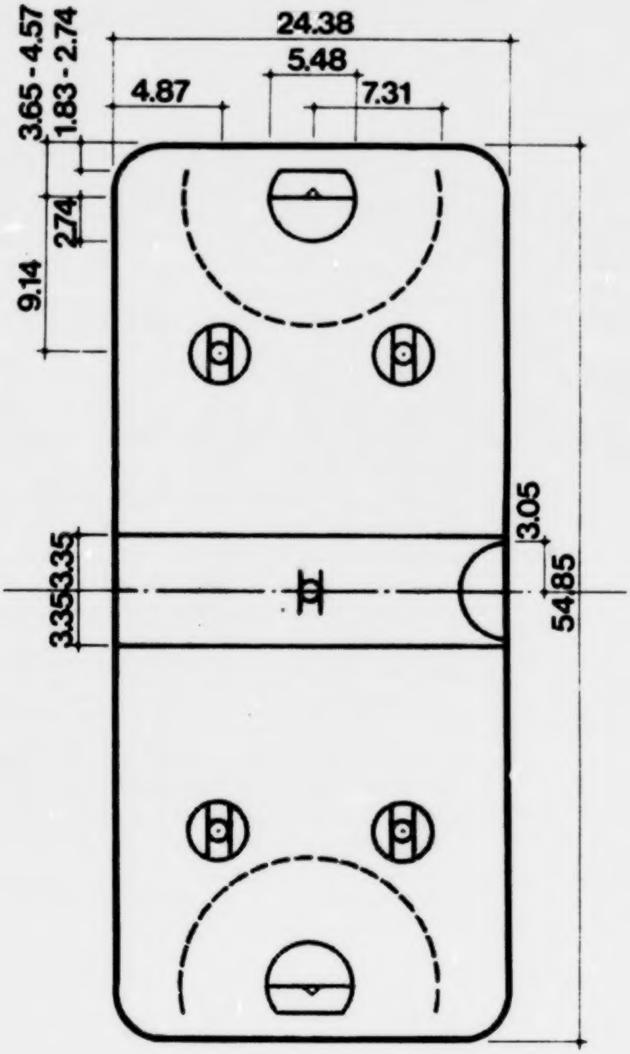
COMPETITION SITE:	Georgian Bay Collingwood
SEATING CAPACITY:	N/A
DISTANCE FROM OLYMPIC VILLAGE:	130.0 Kilometers/81.0 miles
VENUE DESCRIPTION:	Long known by boardsailors as an ideal competition/recreation venue, Georgian Bay near Collingwood will be the location of Demonstration Boardsailing events. While exposing this exciting, colourful sport to vacationers and tourists, this location also acts to diversify the intensity of the Olympic Games away from Toronto.
PRACTICE SITE(S):	Competition Site
ALTERNATIVE COMPETITION SITE:	Ashbridge's Bay Lake Ontario Toronto

DISABLED

COMPETITION SITE:	New Olympic Stadium Exhibition Place Toronto
SEATING CAPACITY:	90 - 100,000 40,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	24.0 kilometers/15.0 miles
VENUE DESCRIPTION:	Planned as a demonstration sport to occur during the Olympic Games, the Athletic events for Disabled competitors will take place at the new Olympic Stadium. A single morning or afternoon of competitions held, at the actual Olympic venue in front of thousands of spectators, will instill a real sense of the Olympic spirit in these dedicated athletes. It should be noted that the Canadian Federation of Sports Organizations for the Disabled represents deaf, blind, wheelchair and amputee athletes.
PRACTICE SITE(S):	Variety Village Scarborough Birchmount Stadium Scarborough
ALTERNATIVE COMPETITION SITE:	N/A

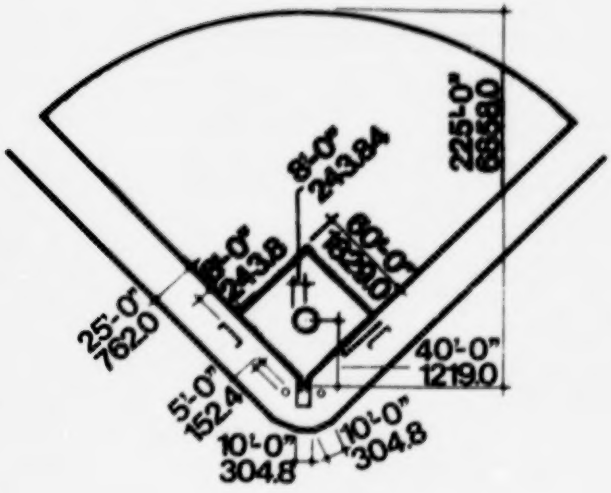
DISABLED

COMPETITION SITE:	New Olympic Swimming/Diving Complex Metropolitan Toronto
SEATING CAPACITY:	15 - 20,000 5,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	N/A
VENUE DESCRIPTION:	Planned as a demonstration sport to occur during the Olympic Games, the Olympics for the Disabled will take place at the new Swimming Complex. A single morning or afternoon of competitions, held at the actual Olympic venue in front of thousands of spectators, will instill a real sense of the Olympic spirit in these dedicated athletes. It should be noted that the Canadian Federation of Sports Organizations for the Disabled represents deaf, blind, wheelchair and amputee athletes.
PRACTICE SITE(S):	The Athletic Centre University of Toronto
ALTERNATIVE COMPETITION SITE:	N/A


24.38
5.48
4.87
7.31
3.65 - 4.57
1.83 - 2.74
2.74
9.14
3.05
3.35
3.35
54.85

LACROSSE

COMPETITION SITE:	Brantford
SEATING CAPACITY:	3 - 5,000
DISTANCE FROM OLYMPIC VILLAGE:	100.0 kilometers/62.0 miles
VENUE DESCRIPTION:	A traditional sport of the Native Peoples of Southern Ontario, Lacrosse will become a Demonstration Sport during the Olympic Games. Field lacrosse could be held on suitable fields at the Six Nations Reserve near Brantford while Box Lacrosse, a modern version of this historic sport, will be played at Brantford's Wayne Gretzky Sports Arena.
PRACTICE SITE(S):	Competition Site
ALTERNATIVE COMPETITION SITE:	Brampton


8'-0"
243.84
225'-0"
6858.0
8'-0"
243.8
60'-0"
1829.0
25'-0"
762.0
40'-0"
1219.0
5'-0"
152.4
10'-0"
304.8
10'-0"
304.8

SOFTBALL

COMPETITION SITE:	Municipal Ballparks Southern Ontario
SEATING CAPACITY:	1 - 2,000
DISTANCE FROM OLYMPIC VILLAGE:	N/A
VENUE DESCRIPTION:	The Fast Pitch version of Softball is another Olympic Demonstration/Exhibition sport that would capture the public's interest during the period of the Olympic Games. Local ballparks scattered across Southern Ontario, suitably refurbished as part of the community's Olympic Festival, would serve as the competition venues.
PRACTICE SITE(S):	Competition Site
ALTERNATIVE COMPETITION SITE:	N/A

SPECIAL OLYMPICS

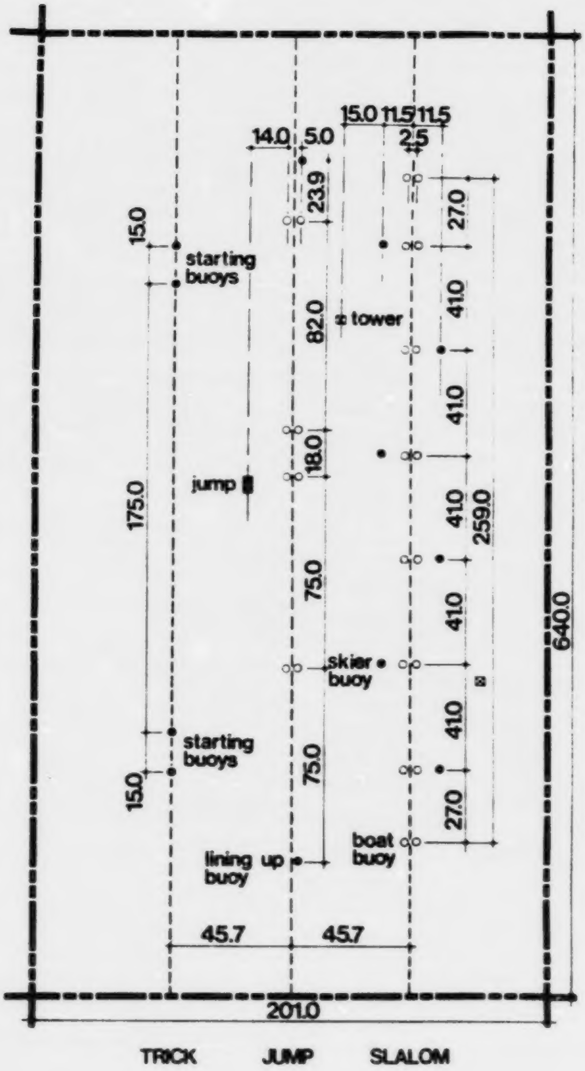
COMPETITION SITE:	New Olympic Stadium Exhibition Place Toronto
SEATING CAPACITY:	90 - 100,000 40,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	24.0 kilometers/15.0 miles
VENUE DESCRIPTION:	Special Olympians are persons who are mentally handicapped, whose motor and social development, at the time of participation, are such as to prevent them from active, positive participation in community, recreation and leisure programmes. Official Canadian Special Olympics sports that could be demonstrated at the Olympic Stadium include: track events ranging from 50 meter dash to 3,000 meter run, low hurdles and pentathlon, long and high jumps as field events. Giving these special competitors an opportunity to shine in front of thousands of spectators at the actual Olympic Venue will undoubtedly instill in them a great sense of self worth.
PRACTICE SITE(S):	Centennial Park Stadium Etobicoke
ALTERNATIVE COMPETITION SITE:	N/A

SPECIAL OLYMPICS

COMPETITION SITE:	New Olympic Swimming/Diving Complex Metropolitan Toronto
SEATING CAPACITY:	15 - 20,000 5,000 (temporary)
DISTANCE FROM OLYMPIC VILLAGE:	N/A
VENUE DESCRIPTION:	Special Olympians are persons who are mentally handicapped, whose motor and social development, at the time of participation, are such as to prevent them from active, positive participation in community, recreation and leisure programmes. Official Canadian Special Olympics Swimming and Diving Events include: 25 and 50 meter freestyle, backstroke and breastroke, 25 meter butterfly, 100 meter freestyle relay (4 x 25 meters); forward, back, reverse, inward and twist dives. Giving these special competitors an opportunity to shine in front of thousands of spectators at the actual Olympic Venue will undoubtedly instill in them a great sense of self worth.
PRACTICE SITE(S):	Etobicoke Olympium Etobicoke
ALTERNATIVE COMPETITION SITE:	N/A

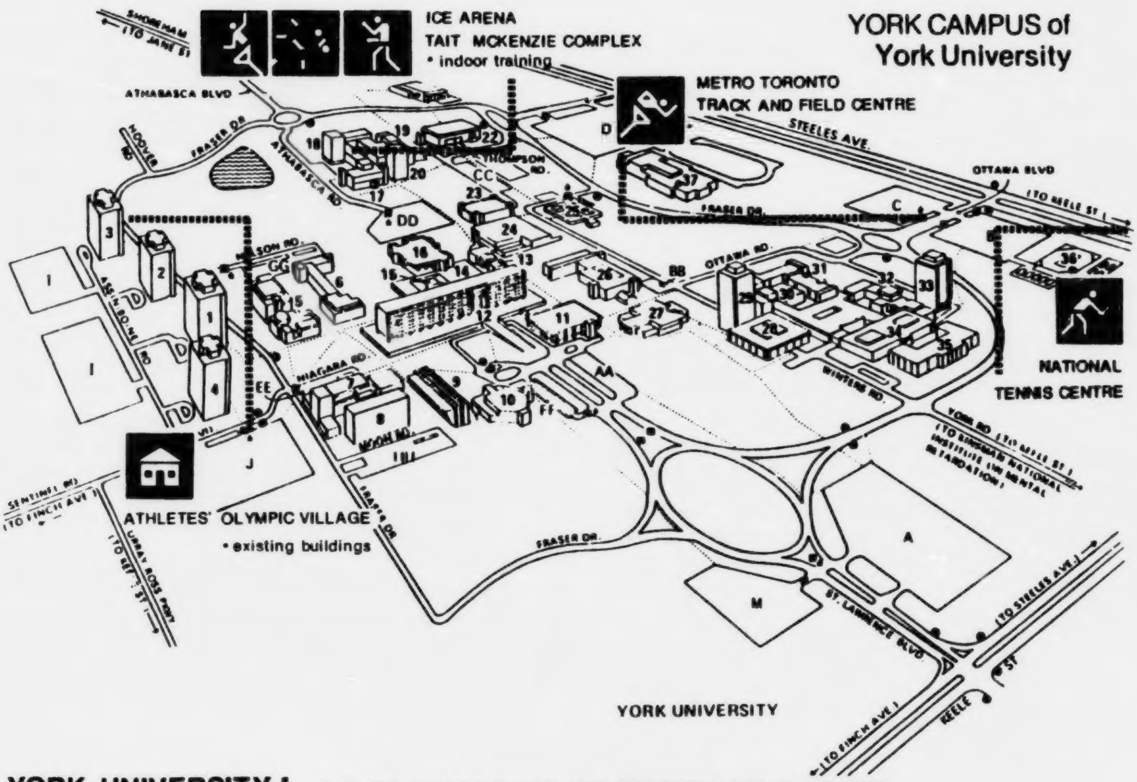
SQUASH

COMPETITION SITE:	Local Club Facilities/ Temporary Set-up
SEATING CAPACITY:	Varies
DISTANCE FROM OLYMPIC VILLAGE:	N/A
VENUE DESCRIPTION:	An extremely popular sport in Toronto and with an established reputation as a fiercely competitive sport world-wide, Squash is seen as a natural Olympic Exhibition Sport. Local Tournaments throughout Southern Ontario as part of the Olympic Festival and a World Championship in Metropolitan Toronto would attract great spectator interest. Private clubs and local arena/auditoria would serve as venues for smaller scale tournaments while the World Championships could be played in temporary, glass-walled courts within a large-scale facility. Seating for 5,000+ spectators would be required.
PRACTICE SITE(S):	Competition Site
ALTERNATIVE COMPETITION SITE:	See above


15.0 11.5 11.5
14.0
5.0
2.5
23.9
27.0
15.0
starting buoys
82.0
tower
41.0
41.0
18.0
jump
175.0
41.0
259.0
75.0
41.0
640.0
skier buoy
41.0
starting buoys
75.0
15.0
27.0
boat buoy
lining up buoy
45.7
45.7
201.0
TRICK
JUMP
SLALOM

WATER SKIING

COMPETITION SITE:	Long Pond Toronto Islands
SEATING CAPACITY:	2 - 3,000
DISTANCE FROM OLYMPIC VILLAGE:	30.5 kilometers/19.0 miles
VENUE DESCRIPTION:	Ideally suited to waterskiiing competitions, Long Pond is sheltered from prevailing winds and, being surrounded by islands, provides excellent spectator accommodation. Historically, Long Pond has been a centre for water sport demonstrations and competitions, including water skiing.
PRACTICE SITE(S):	Competition Site Lake Simcoe Barrie
ALTERNATIVE COMPETITION SITE:	N/A


ICE ARENA
TAIT MCKENZIE COMPLEX
• indoor training
YORK CAMPUS of York University
METRO TORONTO TRACK AND FIELD CENTRE
NATIONAL TENNIS CENTRE
ATHLETES' OLYMPIC VILLAGE
• existing buildings
ATHABASCA BLVD
STEELES AVE.
OTTAWA BLVD
FRASER DR.
THOMPSON RD.
OTTAWA RD.
NIAGARA RD.
WINTERS RD.
ST. LAWRENCE BLVD
YORK UNIVERSITY
A
C
D
M
J
AA
BB
CC
DD
EE
FF
GG

YORK UNIVERSITY : ATHLETES' OLYMPIC VILLAGE AND COMPETITION / TRAINING CENTRE

ATHLETES' VILLAGE
Estimated Facilities Cost: $25.0M

OLYMPIC VILLAGES ATHLETES'

LOCATION: York University
North York

NUMBER OF BEDS: 8,500
6,000 (existing)

DISTANCE FROM OLYMPIC VILLAGE: N/A

VENUE DESCRIPTION: The Athletes' Village will be located at the York University Campus in North York where substantial apartment, dormitory and student housing stock exists. Long range planning will be required to ensure that apartment leases and summer courses do not run into the timeframe required for the Olympic Games.

New apartment/dormitory housing could be built on a part of York's vast land holdings. A certain amount of this required housing is already in the planning stages to meet the future needs of York University and the community-at-large.

Given York University's recent rise to the forefront of Athletic and Physical Recreation Education, as well as having the Metropolitan Track and Field Training Centre and the National Tennis Centre among other major athletic facilities on the campus, it seems a logical choice for the Athletes' Village.

ALTERNATIVE LOCATION: N/A

MEDIA VILLAGE
Estimated Facilities Cost: $95.0M

OLYMPIC VILLAGES

MEDIA

LOCATION:	Downtown Development Toronto
NUMBER OF BEDS:	8,500
DISTANCE FROM OLYMPIC VILLAGE:	26.0 Kilometers/16.0 miles
DISTANCE FROM MEDIA CENTRE:	1.5 kilometers/1.0 miles
VENUE DESCRIPTION:	The proposed Downtown redevelopment plans could provide the large number of rooms required to house the expected deluge of media personnel. Ideally, the village would be located within a short distance of the Media Complex slated for the Metro Convention Centre and the Olympic Broadcasting Complex at the proposed new C.B.C. headquarters. Close proximity to major sporting venues including the Domed Stadium, University of Toronto, Exhibition Place and Maple Leaf Gardens would also be a prequisite.
ALTERNATIVE LOCATION:	Proposed Commercial/Recreational/ Residential Redevelopment Exhibition Place Toronto

OFFICIALS' VILLAGE
Estimated Facilities Cost: $10.0M

OLYMPIC VILLAGES OFFICIAL'S

LOCATION:	St. George Campus University of Toronto
NUMBER OF BEDS:	4,000 3,000 (existing)
DISTANCE FROM OLYMPIC VILLAGE:	19.0 Kilometers/12.0 miles
VENUE DESCRIPTION:	Located in the heart of Downtown Toronto, the University of Toronto's St. George Campus serves well the needs of the Official's Village. In close proximity to the major sporting venues including the new Olympic Stadium, Domed Stadium and Varsity Arena/Stadium, the University has a quiet academic atmosphere suited to the needs of the Games officials. While a majority of the required beds exist, some new facilities are still needed: a new dormitory (in the planning stages); a new apartment building off campus.

MEDIA CENTRE

LOCATION:	Metro Toronto Convention Centre
USABLE FLOOR AREA:	25,000sq.m/270,000 s.f.
DISTANCE FROM MEDIA VILLAGE:	1.5 kilometers/1.0 miles
FACILITY DESCRIPTION:	Opened in 1984, Toronto's new Convention Centre houses a 18,580sq.m/200,000 s.f. column-free exhibit hall. Other features include: a grand ballroom providing another 2,600 sq.m/28,000 s.f.; a complete multi-media professional auditorium/theatre with seating for 1,350 people; 40 meeting rooms adaptable to many configurations; kitchen facilities; fast food outlets; walking distance to Toronto's retail and financial cores and over 10,000 hotel rooms; indoor parking for 1,200 cars. It is foreseen that this entire facility will become the Olympic Media Centre during the Games. As well, the new C.B.C. headquarters planned for an adjacent site may be utilized to supplement this Centre.

NOTES:

1. © Official Marks Ⓜ

   Canadian Olympic Association 1972

2. Certain Sport Facility diagrams are per Canada Summer Games Standards and do not accurately represent the Olympic standard requirements for those sports.

PART III - APPENDICES

APPENDICES

A. List of Persons Contacted

B. Principal Documents Reviewed

C. Background on Revenue Estimates

D. Background on Transportation and Security

E. Ethnic Papers and Journals in Metropolitan Toronto

F. Ethnic Organizations in Metropolitan Toronto

G. Cultural Service Organizations and Professional Associations in Toronto

H. Newsclippings on The 1996 Olympic Games

APPENDIX A

LIST OF PERSONS CONTACTED

- General Contacts
- Contacts re Olympic Venues

GENERAL CONTACTS

Greg Baker, Executive Director, Ontario Association of Museums

Jay Barry, Projects Officer, Visual Arts Ontario

John Bevilaqual, President, Bevilaqual Communications, (former Communications Vice-President, Los Angeles Olympic Organizing Committee)

Chris Blake, Marketing Manager, Stratford Shakespearean Festival

Ben Bonser, Fire Chief, Toronto Fire Department, City of Toronto

Beate Bouran, Economic Development Division, City of Toronto

Terry Brand, Planning Officer, Planning & Project Management, Culture and Recreation

Ray Bremner, Commissioner, Public Works Department

Mary Margaret Coldwell, Social Planning Council of Metro Toronto

Cora Lynn Craig, Canadian Fitness Survey

Paul Colangelo, Vice-President, Development, Stadium Corporation of Ontario

Bill Currie, Officer of the Commissioner, Ontario Provincial Police

Peter Deboran, Public Relations Assistant, Caribana

Rigson Dolkar, Ontario Hostelry Institute

Sylvia Doucette, Assistant Librarian, Canadian Olympic Association

Seargeant John Duffy, Calgary Police Department

Bill Duron, President, Metropolitan Toronto Convention & Visitors Association

Arnold Edinborough, Council of Business and The Arts

Debra Etson, Public Affairs, VIA Rail Canada

Linda Feegan, Public Affairs, C.N.

Althea Gibson, McMichael Art Gallery

Eleanor Goldhar, Marketing & Public Relations Manager, Royal Ontario Museum

Ken Greenberg, Program Manager, Central Core and Waterfront Division, City of Toronto

Susanne Greening, Ontario Association of Art Galleries

Dan Haffey, Community Relations, Toronto Transit Commission

Alderman Barbara Hall, Metro Toronto Council

Laura Heller, Resource Librarian, Cross Cultural Community Centre

Tom Hendry, Arts Consultant

Cathy Holmes, Shaw Festival

Robert Huot, Vice-President - Marketing, Royal Canadian Mint

Mel James, Director of Information, Bell Canada

Sue Joel, Economic Development Division, City of Toronto

Beth Johnson, Toronto Arts Council

Ken Kaczanowski, Tourism Research Branch, Ministry of Transportation and Communication

Frank Kershaw, Director of Planning & Research, Metropolitan Toronto Parks and Property Department

Leon Kossar, Carivan International Festival

Peter Lang, Telecommunications Rep, Teleglobe Canada

Tony Lett, Canada's Wonderland

Karen Lynch, Publicity Director, Canadian Opera Co.

Ron McCallum, Metro Planning Department

Marsha McClung, Harbourfront

Bonnie McConnel, McMichael Art Gallery

Bill McCulloch, Project Manager, Economic Development Division, City of Toronto Planning & Development Branch

Ludwig Meduna, Data Analysis & Forecast Section, Department of Employment and Immigration

Peter Moore, Metropolitan Toronto Police Force

Norman Morris, President, Ontario Lottery Corporation

Marcia Moss, Executive Assistant to the Medical Officer of Health

Gabe Mullen, Director of Design, Development and Planning, Parking Authority, City of Toronto

Austin Page, Tridel Corporation (formerly head of the Olympic Coin Program, Montreal Olympics 1976)

Inspector Brian Peel, Metro Toronto Police

Dennis Perlin, City Solicitor, City of Toronto

David Phillips, General Secretary, Toronto Transit Commission

Dick Pound, Canadian Representative, International Olympic Committee

Maria Reimer, Director Public Relations & Promotions, CHIN Radio

Mary Lynn Reimer, City Hall

Blanche Shanks, Immigration & Naturalization Service, Washington

Dean Smith, Public Affairs, Pearson International Airport

Toby Styles, Marketing & Public Relations Manager, Metro Toronto Zoo

Charles Todd, Consultant, Tourism Development Branch, Ministry of Tourism and Recreation

Peter Tomlinson, Director, Economic Development Division, City of Toronto Planning and Development Department

Sandy Tulloch, Community Theatre Co-ordinator, Theatre Ontario

Carla Vonn Warden, CNCP Telecommunications

Jim Worrall, Canadian Representative, International Olympic Committee

Richard Tucker, Development Manager, CN Real Estate

CONTACTS RE OLYMPIC VENUES

ARENAS/INDOOR SPORT FACILITIES

Barrie Arena

Mrs. Charlene Strudwich
Secretary of Program Services Unit

(705) 726-4242

Copps Coliseum, Hamilton

Mr. Norm Marshall
Public Relations Consultant

527-6900

Douglas Snow Aquatic Centre, North York

Ms. Kathy Bird
Supervisor of Aquatics

224-6276

Etobicoke Olympium

Mr. George McMorris
General Manager

Mr. John MacIntyre
Manager of Aquatics

626-4154

Guelph Memorial Gardens

Ms. Betty DeBoer
Arena Clerk

(519) 837-5620

Kitchener Memorial Auditorium

Mr. Roger Watt
Manager

(519) 885-7371

London Gardens

Mrs. Helen Jermer
Manager

(519) 681-0800

ARENAS/INDOOR SPORT FACILITIES (Continued)

Metro Toronto Track and Field Centre

Mr. Dan Thompson
Manager

736-5175

Newmarket Recreation Complex

Mr. Bob Burgess
Facilities Supervisor

853-1595

Oshawa Civic Auditorium

Mr. William Kurelo
Director of Arenas, City of Ottawa

728-5162

Peterborough Memorial Centre

Mr. Doug Nobes
Manager

(705) 743-3561

Quinte Sports Centre, Belleville

Mr. Larry Mavitz
Coach

(613) 966-1921

Wayne Gretzky Sports Arena, Brantford

Mr. Bob Redpath
Manager

(519) 759-4851

HOUSING

Lantana Non-Profit Homes Corporation

Mr. Mike Labbé
Development Consultant

366-3746

University of Toronto

Mr. Maurice Jones
Group Housing Manager

978-8735

York University

Mr. Jack Moore
Conference Centre Manager

736-5020

PARKS AND RECREATION FACILITIES

City of Mississauga

Mr. Ian Scott
Commissioner of Recreation & Parks

279-7600 Ext. 313

City of Oshawa
Re: Durham Fields
Baseball Facilities

Mr. Mert McDonald
Senior Community Program Supervisor

725-7351 Ext 417

City of Oshawa
Re: Civic Fields
Track and Field Facilities

Mr. Robert Simon
Co-ordinator of Sports
& Physical Section

725-1111

Cold Creek Conservation Authority
Re: Shooting Range Facilities

Mr. Lou Romhanyi
Superintendent

859-4443

The Municipality of Metropolitan Toronto
Parks and Property Department

Mr. Frank Kershaw
Director of Planning and Research

392-8199

RELATED SPORT ORGANIZATIONS/VENUES

Canadian Forces Base Borden, Barrie

Captain Doug Eaton
Base Range Officer

(705) 423-3605

Jokers Hill Equestrian Centre, King City

Mr. John Weir

727-5026

Molson Indy

Mr. Rick Doyle
Assistant General Manager

869-8538

Royal Canadian Henley Regatta Course, St. Catharines

Mr. Jack Wallace
President
Canadian Henley Rowing Corporation

684-2331

The Ontario Jockey Club, Etobicoke

Mr. Jack Kenney
President

Mr. Greg Thompson
Vice President, Marketing

675-6110

SPORT ORGANIZATIONS

Argonaut Football Club

Mr. John Wintermeyer
Director of Public Relations

595-9600

Canadian Amateur Diving Association

Ms. Linda Olimer
Executive Director

495-4225

Canadian Federation of Sport Organization for the Disabled, Ottawa

Ms. Shirley King
Executive Assistant

(613) 746-0060

Canadian Olympic Association
Olympic Athletic Career Centre

Ms. Sue Holloway
Programme Co-ordinator

928-1177

Canadian Special Olympics Inc.

Mr. Mark Woods
Program Co-ordinator

928-8100

City of Ottawa
1994 Commonwealth Games Committee

Mr. Mark Wallace
Special Assistant to the Mayor

(613) 564-1342

SPORT ORGANIZATIONS (Continued)

Ontario Sailing Association

Mr. Alf. Jenkins
Executive Director

Olympic Trust of Canada

Mr. Don Simpson
Vice-President

Mr. Jim Murray
Manager of Licensing

967-6681

Ontario Sports Centre

Ms. June Nuboka
Property Manager
Cadillac Fairview

494-7204

Softball Ontario

Ms. Wendy Cathcart
Executive Director

495-4133

STADIA

Birchmount Stadium

Mr. Bruce Fleury
Commissioner of Parks and Recreation

296-7405

Centennial Park, Etobicoke

Mr. Ed Mazur
Supervisor

626-4320

Exhibition Place

Mr. Ron Ferguson
General Manager/Operations

393-6094

Greenwood Race Track

Mrs. Rosemary Vincent
Admissions Manager

698-3131

Ivor Wynne Stadium
Hamilton Parks,
Culture & Recreation Department

Mrs. Jackie Turner
Office Manager

526-4615

Lamport Stadium

Mr. Bob Bobyk
Manager

537-3441

Lansdowne Stadium, Ottawa

Mr. Jerry Wright
Supervisor of Administration Services

(613) 564-1494

STADIA (Continued)

North York Civic Stadium

Mr. Ian MacDonald
Recreation Assistant

224-6253

Seagram Stadium

Mrs. Roseanne Toronchuk
Community School & Facility Co-ordinator

(519) 886-1550 Ext. 215

Woodbine Race Track

Miss Marla Easser
Manager

675-6110

York Stadium

Mr. Don Oitment
Director of Parks & Recreation

394-2485

UNIVERSITIES AND COLLEGES

McMaster University

Mr. Bruce Cochrane
Facilities Co-ordinator

525-9140 Ext. 4468

University of Guelph

Mr. David Copp
Director of Athletics

Mr. Dick Freeman
Business Manager

(519) 824-4120

University of Toronto

Mr. Gord Bullock
Facilities Manager

978-4681

University of Toronto
Erindale Campus

Dr. Bob Ryckman
Athletic Director

828-5269

University of Waterloo
Sports Facilities

Mr. Paul Condon
Co-ordinator - Administrative Services
PAC Building

(519) 885-1211 Ext. 3152

University of Western Ontario

Mr. Ken Mather
Reservations Co-ordinator

(519) 661-3303 Ext. 5646

UNIVERSITIES AND COLLEGES (Continued)

York University

Mr. Tom Meininger
Provost

Mr. John Becker
Assistant Vice-President
Business Operations

736-5275

Dr. Bryce Taylor
Director
Sports Administration
Certificate Programme

736-5182

York University
National Tennis Centre

Mr. Don Steele
Executive Director, Tennis Canada

665-9777

York University
Tait McKenzie Facility

Mr. Dave Smith
Statistical & Enrollment Reporting Officer

736-5161

Ryerson Polytechnical Institute

Mr. Jim Cairms
Facilities Manager

979-5000 Ext. 6123

Centennial College

Ms. Joanne Healy
Programme Co-ordinator

694-5981 Ext. 201

UNIVERSITIES AND COLLEGES (Continued)

George Brown College

Mr. Alex Barbier
Director of Athletics

967-1212 Ext. 3280

Seneca College

Mr. Mike Exall
Academic Planning and Development

491-5050 Ext. 2355

Seneca College
Sports Centre

Miss Jane Beckwith
Co-ordinator of Recreation

491-5050

Sheridan College: Oakville Campus
Re: J.M. Porter Athletic Recreation Centre

Ms. Linda Berkovich
Co-ordinator of Information Services

845-9430

APPENDIX B

PRINCIPAL DOCUMENTS REVIEWED

- Documents Relating to Previous Olympic Games
- Toronto Related Documents

DOCUMENTS RELATING TO PREVIOUS OLYMPIC GAMES

Calgary Olympic Development Association. 1985 Annual Report.

Feasibility Study for Birmingham City Council. Birmingham Olympics 1992.

First Offical Report of The Organizing Committee of the Games For The XXIII Olympiad (Los Angeles).

First Official Report of the Organizing Committee of the Games For The XXIVth Olympiad (Seoul, Korea).

IOC Bid. Brisbane. 1992 Summer Olympics.

IOC Bid. Calgary. 1988 Winter Olympics.

IOC Bid. Lake Placid. 1980 Winter Olympics.

IOC Bid. Los Angeles. 1976 Summer Olympics.

IOC Bid. Los Angeles. 1984 Summer Olympics.

IOC Bid. Montreal. 1976 Summer Olympics.

IOC Bid. Paris. 1992 Summer Olympics.

IOC Bid. Toronto. 1970 Summer Olympics.

IOC Television and Radio Questionnaire. 1981. Calgary Olympic Development Association.

Official Report of the Games of the XXI Olympiad. Montreal 1976.

Olympic Arts Festival Program Information. Los Angeles Olympic Organizing Committee. 1984.

Olympic Retrospective: The Games of Los Angeles. Los Angeles. Olympic Organizing Committee.

Olympic Rules and Regulations. 1985.

Pan Am Games Bid. London, Ontario. 1991.

Pan Am Games Bid. Montreal. 1976.

Report To The 79th Session Of The International Olympic Committee. Organizing Committee of the 1976 Olympic Games (Montreal).

Second Official Report of the Organizing Committee of the Games For The XXIII Olympiad (Los Angeles).

Supplementary Information Report No. 1. 1988 Winter Olympic Games. Calgary, Canada. 1979.

The Economic Impact of the 1976 Olympic Games. A Study Undertaken for the Olympic Organizing Committee.

TORONTO RELATED DOCUMENTS

Accommodation Guide, Ministry of Tourism & Recreation.

Camping Guide, Ministry of Tourism and Recreation.

Camping in Ontario, Ontario Private Campground Association.

Cultural Canada: The Care and Feeding of Toronto's Artistic Assets, Tom Hendry, 1985.

Metropolitan Toronto Business & Market Guide 1985, Board of Trade of Metropolitan Toronto.

Metropolitan Toronto Discovery Guide, 1986, Metropolitan Toronto Convention & Visitors Association.

Metropolitan Toronto Happenings, 1985/86, Metropolitan Toronto Convention & Visitors Association.

Official Metro Toronto Tour Planning Guide, Metropolitan Toronto Convention & Visitors Association.

Ontario Association of Art Galleries Who's Who Director of Art Galleries & Service Organizations in Toronto.

Provincial Theatre Facilities Inventory, Ministry of Citizenship & Culture.

Toronto Investment Opportunity of the 80's, City of Toronto Planning Department.

Travel Trade Manual, Ministry of Tourism and Recreation.

Traveller's Encyclopedia, Ministry of Tourism and Recreation.

APPENDIX C

BACKGROUND ON REVENUE ESTIMATES

- Broadcasting Rights
- Ticket Revenues
- Significant Revenue From Disposal of Assets

BROADCASTING RIGHTS

Background

- TV rights have become a major source of revenue for the Olympic movement. It is the American TV rights that bring the Olympics the vast majority of their revenue (about 90%).
- In 1960, CBS purchased the TV rights for the Rome Summer Olympics for $394,000. By 1980, the Moscow Summer Olympics went for $87 million. In 1984, the Los Angeles Summer Games cost ABC $225 million. In 1988, NBC will pay $300 million.
- Television has made the Olympics the major media event every four years. Television has increased the western world's interest in the Games (in terms of the number of people watching and the number of hours watched per person). Television made Olympic athletes instant celebrities and national heros.
- Television facilitated corporate sponsorship by providing corporations with an opportunity to associate with the Olympic Games and utilize that association to meet corporate objectives.
- The increase in cost of TV rights through the years has been passed directly onto the advertisers who have had increasing desires to sponsor the Olympics.
- The pinnacle of corporate sponsorship/TV rights was the 1984 Summer Olympics in which multi-billion dollar corporations like McDonald's, Anheuser-Busch and Coca-Cola spent $40-$60 million around the Olympics.
- The reasons for investing in Los Angeles in 1984 were very similar to those in Rome, more than 20 years previously:
    - The globe was shrinking because of constantly improving communications technology
    - World-wide markets for new or existing products
    - Global presence for the brand through world-wide sponsorship
    - Sports sponsorship is ideal and upbeat environment
    - World-wide media coverage

  - Sports travels across borders and transcends politics

- At the 1984 Summer Olympics, numerous corporations tried to associate themselves the the LA Games. The corporations utilized a variety of marketing methods to associate with the Olympics (as TV sponsor, official sponsor, Olympic Team sponsor, or Olympic themed promotions).

1996 TV Rights

- By 1996, the Olympics will be televised by both the cable networks an the regular networks. Each network will own certain events (i.e., Opening and Closing Ceremonies). There are further reasons why broadcast revenues are expected to be substantial for Toronto in 1996:
  - Held in North America (in the Eastern time zone).
  - Global marketing techniques will have improved.
  - Cost of TV production will be reduced.
  - Chance of boycott reduced with a neutral host.
- American rights are estimated at $400-$550 million; all other TV rights will be $50-$75 million.

TICKET REVENUES

- Ticket prices and the ticket distribution system are important in maximizing attendance and revenue potential and in ensuring the Games are accessible to the widest number of people possible in the fairest manner possible.
- Estimated ticket prices and attendance figures for the 1996 Olympiad are based upon an examination of previous North American Games and the projections for the 1988 Winter Games in Calgary.
- Opening and Closing Ceremonies and the most popular events can command greater prices. Ticket prices for preliminary events are lower than for semi-final and final events.
- Ticket prices in Los Angeles ranged from $3.00 to $95.00 for sporting events and $50.00 to $100.00 for Opening and Closing Ceremonies. Approximately half of the tickets available at Los Angeles were priced at $10.00 or less.
- Approximately 10% of the tickets at every sport at the Los Angeles Games were offered for sale as season tickets guaranteeing the same seat. The season tickets for 14 of the most popular sports were sold at a premium. The rest were offered at face value or at a discount.
- The distribution of ticket prices for the Toronto Olympics in 1996 would be quite similar to that for the 1988 Winter Olympics in Calgary as shown below:

Ticket Price	% of Total Tickets
$75.00	1.2
$60.00	1.2
$55.00	1.6
$45.00	8.2
$40.00	1.1
$35.00	5.1
$30.00	16.2
$25.00	23.2
$20.00	36.4
$15.00	5.8
	100.0%

SIGNIFICANT REVENUE FROM DISPOSAL OF ASSETS

($ Millions, 1986)

		Estimated Net Disposal Value	
Asset	Capital Costs	Conservative	Optimistic
Swimming Complex*	65	30	35
Stands and Office Building at C.N.E. Stadium	70	40	50
Olympic Villages	130	100	115
Velodrome	25	10	15
TOTALS	280	180	215

* Conversion to hockey arena (see Chapter III)

Note: The proposed new Olympic facilities have been designed for reuse after the Games. Reuse is expected to be primarily through private sector ownership, although some facilities may be appropriate for public reuse. The potential for corporate sponsorship to fund the development of these facilities is strong and could eliminate the capital cost of some facilities altogether.

Source: Study team estimates

APPENDIX D

BACKGROUND ON TRANSPORTATION AND SECURITY

BACKGROUND ON TRANSPORTATION AND SECURITY

Security Can Be Handled Effectively

With the security resources available, an effective organizational structure, and a high degree of cooperation, the security effort for the Olympics in 1996 is manageable. The combined experiences in Montreal (with a similar jurisdictional structure) and Los Angeles (with a similar financial model), will allow Toronto to optimize the security for 1996. Overall responsibility for organizing and implementing the security effort would lie with the Metropolitan Toronto Police Department. They have expressed confidence that the 1996 Toronto Olympics and the communities in which they are held can be made safe and secure for the duration of the Games. Toronto and other participating municipalities are experienced in hosting major annual events, conventions and VIP visits and are capable of handling the challenge of this major event.

- Four levels of protection/enforcement exist, all of which have a role in Olympic Security. At the federal level the RCMP, CSIS (Canadian Security Intelligence Service), and the Canadian Armed Forces would all play an important role, with significant manpower provided by the Armed Forces. At the provincial level the Ontario Provincial Police will pay a key role. Municipal police forces form the third level of security, and private security firms the fourth and bottom level.
  - The wide distribution of venues will make organization and communication high priorities because numerous jurisdictions are involved and security must be provided across municipalities without causing confusion and inconvenience (see Exhibit D.1).
  - The necessity to minimize public sector costs but maximize security coverage is a fundamental objective of an economically beneficial Games, and will require careful allocation of responsibilities among the four tiers.

  The goal of maximum protection with minimum interference with the athletic events and with civil rights is fundamental, and will have to be adhered to by all forces.

- Toronto has the experience needed. Toronto's successful experience with major security events is well known as illustrated by the following examples (Exhibit D.1):

EXHIBIT D.1

POLICE FORCES WITH POTENTIAL SECURITY INVOLVEMENT

Police Forces Involved	Area of Responsibility
Metropolitan Toronto	Overall management
Canadian Armed Forces	Supporting security & logistral support
Royal Candian Mounted Police	V.I.P. Security
Ontario Provincial Police	V.I.P. Security
Canadian National Police	Railcar Security
Canadian Pacific Police	Railcar Security
Halton Regional	Oakville
Hamilton Wentworth	Hamilton
London	London
Waterloo Regional	Kitchener
Barrie	Barrie
University of Toronto	U of T venues
Kingston	Yachting venue
Durham Regional	Oshawa
Brantford City	Brantford
Niagara Regional	St. Catharines

EXAMPLES OF TORONTO'S EXPERIENCE WITH MAJOR SECURITY EFFORTS

Event	Year	Officers Involved	Hours Worked	1986 Wages
Pope's Visit	1984	4,000	80,000	$1,440,000
Shriners	1975	748	60,000	$1,080,000
Olympic Soccer	1976	60	4,000	$ 72,000

Source: Metropolitan Toronto Police Department

  - Pope John Paul II visit (1984)
  - Shriners Convention (1975)
  - Olympic Soccer Games (1976)
  - Royal visits (numerous)
  - Carabana and Caravan (annual festivals)
  - Molson Indy Auto Race (1986)
  - Kingston has hosted Olympic Yachting (in 1976), and managed a successful security operation.

- Several types of security are required. Drawing from the Montreal and Los Angeles experience it is clear that several distinct types of security arrangements must be provided.

  - Crowd control in and around venues
  - Athletes' security in-transit and at venues
  - Emergency response to terrorism threats or natural/ accidental occurences
  - Intelligence and public relations
  - VIP security
  - Crime prevention and detection.

- Security would be coordinated by a three tiered structure, as illustrated in Exhibit D.2.

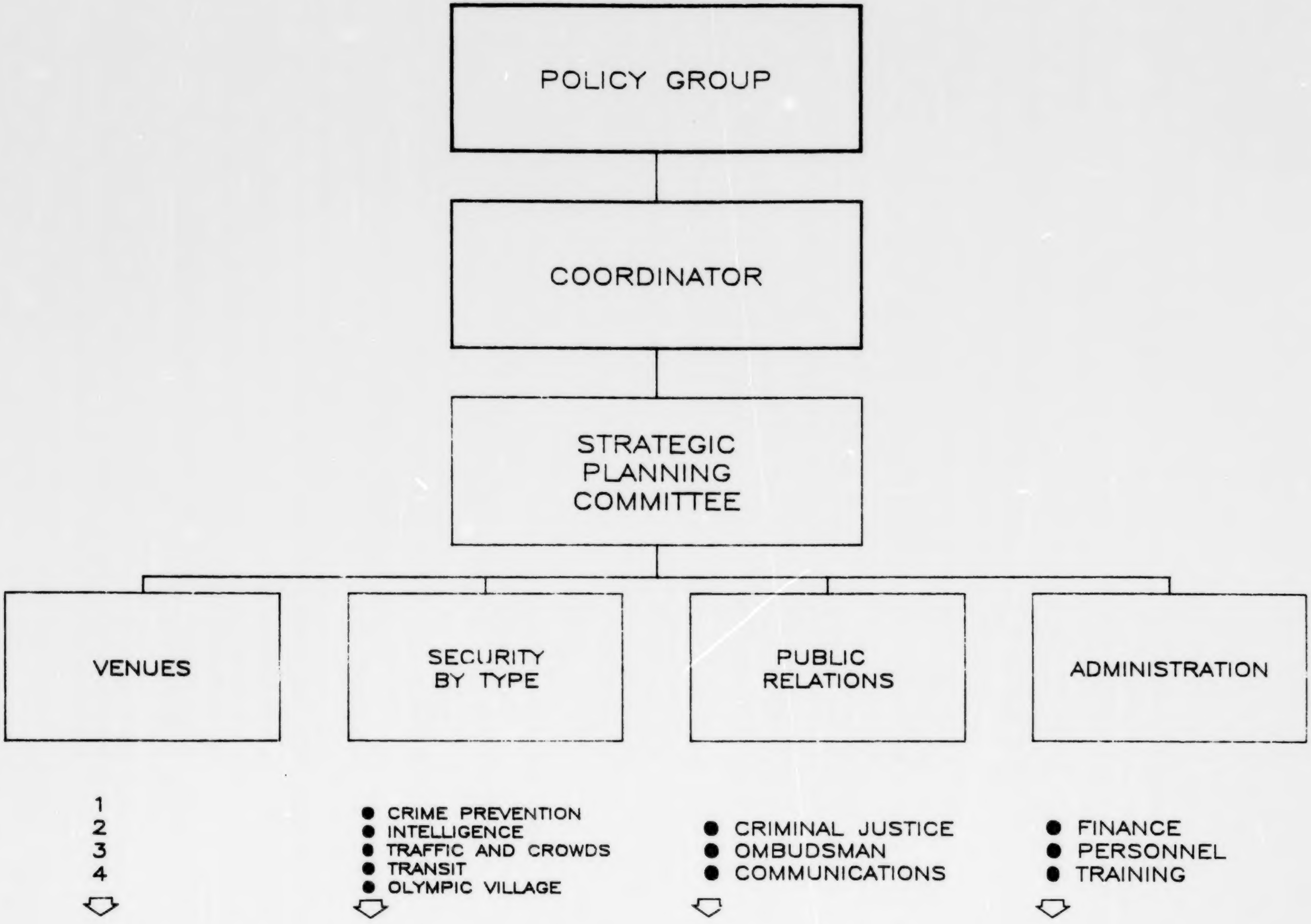
  - The first tier would be a policy committee composed of the following representatives:

    - Mayor of Toronto/Metro Chairman
    - Solictor General
    - Chairman of the Olympic Organizing Committee
    - Chief of Police (Metro)
    - Commissioner of OPP
    - Director of RCMP
    - Senior Officer of the Canadian Armed Forces

    This group would be responsible for overall policy development and guidance on major issues and would meet only when needed to address specific problems.

EXHIBIT D.2

SECURITY: SUGGESTED ORGANIZATIONAL STRUCTURE


POLICY GROUP
COORDINATOR
STRATEGIC PLANNING COMMITTEE
VENUES
SECURITY BY TYPE
PUBLIC RELATIONS
ADMINISTRATION
1
2
3
4
● CRIME PREVENTION
● INTELLIGENCE
● TRAFFIC AND CROWDS
● TRANSIT
● OLYMPIC VILLAGE
● CRIMINAL JUSTICE
● OMBUDSMAN
● COMMUNICATIONS
● FINANCE
● PERSONNEL
● TRAINING

- The second tier would be a strategic planning group led by Metro Police and composed of representatives from all jurisdictions at all 4 levels.
    - responsible for planning of security details, implementation and liaison with policy committee and sub-committees
    - members would have well defined responsiblities, either geographical or functional, and would meet regularly
- The third tier would be a group of sub-committes each responsible for specific venues. Also in this tier would be a group of sub-committees responsible for matters that cut across all venues.

The Region's Transportation Infrastructure Can Accommodate the Games

During the Olympics thousands of people are constantly on the move. The efficient and timely transport of athletes, officials, media, spectators and materials is an organizational challenge that cuts across transport modes, political jurisdictions and both the public and private sectors. As such, transportation must be expertly planned and organized with the utmost cooperation from a broad base of groups. Despite the organizational challenges, we are confident that the transportation requirements can be met by Toronto and the other venue hosts. In this section we briefly discuss some of the initial considerations and the evidence that suggests that the task is manageable.

- There are five key groups with transportation needs during the Games. The needs of these five groups vary in terms of origins and destinations, scheduling requirements, security levels and space required.
    - Athletes require transportation to and from airports, between venues, and to and from the Olympic Village. This transport must be safe, spacious and able to accomodate equipment and materials. In Los Angeles the Organizing Committee used hundreds of school buses, leased from a local bussing contractor, to transport athletes.
    - Officials also require escorted transportation between venues and accomodation.
    - The Media will require regular transport between venues, the media centre, and the media village. Shuttles are a possible solution as mobility and reliable scheduling are vital.

EXHIBIT D-3

TRANSIT SYSTEMS IN THE GREATER TORONTO AREA

Aurora Transit

Ajax Transit

Brampton Transit

Burlington Transit

GO Transit

Hamilton Street Railway

Markham Transit

Mississauga Transit

Newmarket Transit

Oakville Transit

Pickering Transit

Richmond Hill Transit

Toronto Transit Commission

Vaughan Transit

Whitby and Oshawa Transit

Source: Ministry of Transportation and Communication

- **Spectators** both resident and non-resident need access to athletic and cultural venues without causing congestion and confusion at the sites. This involves both regular transit facilities operating at peak configurations and 'people moving' options specifically dsigned for each venue.
- **Local Residents** require adequate transit and transportation to and from place of work, shopping and entertainment during the Games.

- **The distribution of venues involves extensive inter-jurisdictional travel** that will require regional and provincial transportation linkages (see Venues Maps, Chapter III).
  - there are over 15 transit authorities in the Greater Toronto Area alone (Exhibit D.3), to assist in transportation for the Games.
  - there are three major coach lines that service the Greater Toronto Area and Ontario. These coaches can be used to provide regular spectator access as well as more specialized athlete, official and VIP movement.
  - the VIA train network and GO Transit also serve many venue communities.

- **The most intensive travel during the Games would occur in Metro** between the Olympic Village, the Olympic Stadium and the Domed Stadium.
  - this movement is possible using several adaptations to current transit configurations (Exhibit D.4).
    - peak scheduling of GO (Government of Ontario) commuter transit between Union Station and the CNE stops.
    - bus shuttle service between subway terminus and regional parking facilities (Exhibit D.5).
    - peak capacity streetcar service to CNE.
    - peak configurations on regular transit routes.
  - additional vehicle fleets can be mobilized to accommodate the special needs of athletes, officials and media as in the Los Angeles example:

EXHIBIT D-4

TORONTO TRANSIT COMMISSION
FLEETS, ROUTES AND PASSENGERS

Passenger Vehicle Fleet:

	Number of Vehicles	Kilometers of Routes
Buses	1,512	1,148
Streetcars	88	73
Trolley Buses	150	55
Subway Cars	630	54
Light Rail Vehicles	196	11
Rapid Transit Cars	24	7
Total:	2,600	1,338

Passengers Carried in 1985: 432,160,000

Source: TTC 1985 Operating Statistics.

EXHIBIT D-5

PUBLIC PARKING SPACES IN METRO TORONTO

Location	Number of Spaces
Exhibition Place/Ontario Place	13,137
Dome Stadium (within 1,500 metres)	35,540
York University	20,000
Woodbine Race Track	22,000
GO Stations	3,977
College Campuses (combined)	6,000
University of Toronto (combined)	2,900
Toronto International Centre	2,500
Greenwood Racetrack	4,500
Metro Toronto Zoo	3,000
Shopping Centres	13,400
Office Parks	6,500
TOTAL:	133,454

Source: City of Toronto Parking Authority

Vehicle Type	Number Employed
Sedans	750
Station wagons	550
Vans	226
Trucks	117
Motorhomes	37
Motorcycles	152
Electric Carts	179
All-Terrain Vehicles	99
Total Vehicles	2,110

- The cost of providing this level of transportation is expected to be approximately $15 million. These costs can be minimized through the extensive use of donated and sponsored vehicle fleets as well as through good planning and organization. Included in this $15 million estimate are a number of individual expenses including:
  - the cost of leasing/purchasing and maintaining the required vehicle fleets.
  - the capital expense of erecting access, baggage check and egress areas for transportation into and out of restricted areas.
  - the cost of covering some proportion of the incremental government expense of transit.

APPENDIX E

CULTURAL SERVICE ORGANIZATIONS AND PROFESSIONAL ASSOCIATIONS IN TORONTO

LITERARY ARTS/PUBLISHING

- Association of Canadian Publishers
- Association of Canadian University Presses
- Book and Periodical Development Council
- Canadian Authors Association
- Canadian Book Publishers Council
- Canadian Booksellers Association
- Canadian Music Publishers Association
- Canadian Periodical Publishers Association
- Canadian Theatre Review
- Children's Book Centre
- Composers, Authors and Publishers Association of Canada
- The League of Canadian Poets
- Literary Press Group
- Magazines Canada
- Performing Rights Organization of Canada Ltd.
- Periodical Writers Association of Canada
- Playwrights Union of Canada
- Writers Union of Canada

MUSIC

- American Federation of Musicians
- Association of Canadian Women Composers
- Canadian Amateur Musicians
- Canadian Bureau for the Advancement of Music
- Canadian Children's Opera Chorus
- Canadian Music Centre
- Canadian Ukrainian Opera Centre
- Centre for Contemporary Music in Canada Music Gallery
- Guild of Canadian Film Composers
- League of Canadian Composers
- Music Industries Association of Canada
- National Youth Orchestra Association of Canada
- Ontario Choral Federation
- Ontario Federation of Symphony Orchestras
- Ontario Music Festivals Incorporated
- Youth and Music Canada

RECORDING ARTS

- Canadian Academy of Recording Arts and Service
- Canadian Independent Record Production Association (CIRPA)
- Canadian Recording Industry Association

CULTURAL SERVICE ORGANIZATIONS AND
PROFESSIONAL ASSOCIATIONS IN TORONTO

DANCE

- Canadian Association of Professional Dance Organizations
- Canadian Dance Teachers Association
- Dance in Canada
- Dance Ontario
- Ontario Folk Dance Association

FILM/VIDEO/PHOTOGRAPHY

- Academy of Canadian Cinema and Television
- Alliance of Canadian Cinema, Television and Radio Artists
- Association of Canadian Film and Television Producers
- Canadian Film and Television Association
- Canadian Motion Picture Distributors Association Workshop
- Childen's Broadcast Institute
- National Film Board of Canada
- Office National du Film
- Ontario Film Institute
- Photographers Union
- Professional Photographers of Ontario, Inc.
- Society of Motion Picture and Television Engineers
- Video Culture Canada

HERITAGE/MUSEUMS

- Archives of Toronto
- Canadian Federation of Friends of Museums
- Canadian Folk Arts Council
- Multicultural History Society of Canada
- Ontario Archaeological Society
- Ontario Black History Society
- Ontario Folk Arts Council
- Ontario Heritage Foundation
- Ontario Historical Society
- Ontario Museum Society

Source: Ministry of Citizenship and Culture.

THEATRE

Canadian Actors Equity Association
Canadian Centre of the International Theatre Institute
Canadian Theatre Critics Association
Council of Drama in Education
Indigenous People's Theatre Assocation
International Alliance of Theatrical and Stage Employees (IATSE)
Professional Assocation of Canadian Theatres
Ontario Multicultural Theatre Association
Theatre Ontario
Toronto Theater Alliance

VISUAL ARTS

Association of National Non-Profit Artists Centres
Canadian Artists Representation Ontario
Canadian Association of Photographers and Illustrators in Communications
Canadian Society of Painters in Water Colour
Ontario Association of Art Galleries
Ontario Print and Drawing Council of Canada
Professional Art Dealers Association of Canada Inc. (PADAC)
Royal Canadian Academy of Arts
Sculptors Society of Canada
Society of Canadian Artists
Visual Arts Ontario

CRAFTS

Artists in Stained Glass
Canadian Ceramic Society
Metal Arts Guild
Ontario Crafts Council
Ontario Potters Association

OTHER/MULTI-DISCIPLINARY

Association of Canadian Television and Radio Artists (ACTRA)
Associatio of Cultural Executives
Associated Designers of Canada
Canadian Society of Children's Authors, Illustrators and Performers
Conseil des Arts de l'Ontario
Council for Business and the Arts in Canada
Directors Guild of Canada
National Association of Broadcast Employees & Technicians
Ontario Puppetry Association

APPENDIX F

ETHNIC ORGANIZATIONS IN METROPOLITAN TORONTO

ETHNIC ORGANIZATIONS IN METROPOLITAN TORONTO

African
- African Women's Association
- Afro-Canadian Congress
- Universal African Improvement Association Inc.

Ahmadiyya
- National Ahmadiyya Movement in Canada

Antiguan
- Antigua & Barbuda Association

Arab
- Arab Community Centre of Toronto
- Arabian Cultural & Educational Centre
- Canadian Arab Friendship Society
- Cross and Crescent Association

Armenian
- Armenian Community Centre
- Armenian Church Youth Organization of America
- Armenian Community Centre
- Armenian Cultural Association
- Armenian Youth Federation of America
- Armenian General Benevolent Union Inc.
- "Tekeyan" Armenian Cultural Association

Asian
- The South Asian's Women's Group

Australian
- Tranzac Club

Austrian
- Austrian Club Edelweiss, Inc.
- Canadian Austrian Society of Toronto
- Federation of Austrian Clubs

Baltic
- Association for the Advancement of Baltic Studies
- Baltic Federation in Canadian
- Baltic Women's Council

Bangladeshi
- Bangladesh Association of Canada
- Bangladeshi-Canadians

Source: Ministry of Citizenship and Culture.

Barbadian
- Barbadian-Canadian Association
- Barbados Ex-Police Association

Belgian
- Belgo-Canadian Association

Belorussians
- Autocephalic Byelorussian Orthodox Church
- Byelorussian Canadian Association

Bengali
- Bengali Cultural Association

Black
- Caledonia Village Youth Club
- Canadian Alliance of Black Educators
- Canadian Negro Women's Club
- Caribbean Youth Program
- Centre for Achievement
- Centre for Caribbean Dialogue
- Child Care Network
- Chissamba Chiyuka Performing Group
- Congress of Black Women
- Malton Black Development Association
- Movement of Minority Electors
- Ontario Black History Society
- Opportunity for Advancement
- Sickle Cell Digest
- Theatre Fountainhead

Black (West Indian)
- Black Business & Professional Association
- Black Community Legal Services
- Black Creek Venture Group
- Black Heritage Programme
- Black Youth Leadership, Development Association (BYLD)
- Black Perspectives
- The Black Secretariat
- Black Theatre Canada
- Black Women's Sisterhood Organization
- Caribana Cultural Committee
- Caribbean Roman Catholic Church & Centre
- Caribbean Outreach Programme
- Harriet Tubman Organization
- Maltenoes Social & Cultural Club
- North York Black Education Committee
- Organization for Caribbean Canadian Initiatives (OCCI)
- Organization of Parents of Black Children
- Tropicana Community Service Organization
- Urban Alliance on Race Relations
- West Indian Social & Educational Research
- West Indian Social & Cultural Society
- West Indian Theatre Ontario

Bulgarian
- Bulgarian Canadian Society
- Bulgarian National Front of America, Inc.
- St. Cyril & Methody Macedona-Bulgarian Orthodox Cathedral
- Bulgarian National Front of Canada
- St. George's Macedona-Bulgarian Eastern Orthodox Church
- Holy Trinity Macedona-Bulgarian Eastern Orthodox Church

Cambodian
- Canadian Cambodian Association

Chilean
- Toronto Chilean Association

Chinese
- Chinese Canadian National Council
- Chinese Catholic Centre
- Chinese Chamber of Commerce & Culture of Canada
- Chinese Roman Catholic Centre
- Chinese Community Centre of Ontario
- Chinese Community Health Centre
- Chinese Elderly Person's Club
- Chinese Golden Age Association
- Chinese Interpreter & Information Services
- Chinese Presbyterian Church
- Council of Chinese Canadians of Ontario
- Metro Toronto Chinese Centre for Culture & Social Services
- Council of Chinese Canadians in Ontario
- Enping Fellowship Society of Toronto
- Federation of Chinese Canadian Professionals
- Hong Fook Mental Health Service
- Metro Toronto Chinese Golden Age Society
- North York Chinese-Canadian Cultural Organization
- Overseas Renaissance Assoc. of Chinese Culture
- Toronto Sheong Foundation
- Toronto Cathay Lions Club
- Toronto Chinese Business Association
- Mon Sheong Home for the Aged
- Ontario Chinese Women's Association
- Toronto Chinese Community Services Association
- Vietnamese-Cambodian-Laotian Chinese Services Association

Columbian
- Colombian Committee

Croatian
- Croatian Academy of America
- Croatian Faternal Union
- Croatian National Sports Club
- Croatian Peasant Society of Ontario
- Croatian Professional & Businessmen's Society of Ontario
- Croatian Worker's Association of Canada

Czechoslovak

- Czechoslovak Association of Canada
- Czechoslovak Society of Arts & Sciences
- Masaryk Memorial Institute, Inc.

Danish

- Royal Danish Guards Association

Dutch

- Dutch Canadian Association of Greater Toronto
- Dutch-Canadian Senior Citizens Club
- Klaverjas Club Zonder Naam
- Klaverjas Club Londer Vaam
- Netherlands Folklore Group
- Canada-Netherlands Council
- Netherland Canadian Cultural Association Inc.
- Netherlands Folklore Group

Ecuadorian

- Dinosaurios Club

Estonian

- Estonian Central Council in Canada
- Eesti Kodu, Inc.
- Ehatare Home for the Aged
- Kalev Estienne
- Estonian Federation in Canada
- Estonian Arts Centre
- Estonian Teacher's League
- Estonian Veteran's League in Canada
- League of Estonians from the Baltic Islands
- The Estonian Islanders' Association of Toronto
- Estonian Canadian Festival Foundation
- Estonian Canadian History Commission
- "Estonia" Concert Band
- Estonian Association of Toronto
- Estonian Businessmen's Club
- Estonian Federation in Canada
- Estonian National Theatre
- Estonian Pensioner's Club
- Estonian Relief Committee
- Estonian Teachers League
- Metsaulikool School of the Woods Camp
- National Estonian Foundation of Canada
- Society of Estonian Artists in Toronto
- Tartu Institute
- Toronto Estonian Choir of Mixed Voices
- Toronto Estonian Folk Dance Group
- Toronto Estonian Women's Society

Egyptian

- Le Cercle D'Egypte

Filipino

- Filipino Community Centre
- Filipino Lions Club
- Kababayan Community Centre
- Kagayanons International
- National Congress of Filipino-Canadian Association
- Silayan Filipino Community Centre

Finnish

- Finnish Art Association
- Finnish Artists Federation
- Finnish Athletic Club Sisu
- Finnish Canadian Amateur Sports Federation
- Finnish Canadian Art Society
- Finnish Canadian Cultural Federation
- Finnish Folk Art Institute
- Finnish Golden Age Club
- Finnish Gymnastic Club for Women "Mari-Girls"
- Finnish Male Choir
- Finnish Male Singers of North America
- Finnish Mixed Choir
- Finnish Social Club of Toronto
- Finnish Social Counselling Service of Toronto, Inc.
- Finnish Society of Toronto
- Finnish War Veterans'
- "Kalevala" Finnish Society
- "Sisu" Finnish Athletic Club
- "Suomi" Finnish Lions Club
- Toronto Finnish Federation

Franco-Ontarian

- Alliance francaise de Toronto
- Centre Communitaire Francophone de Toronto - Harbourfront
- Conseil des Organismes
- Association canadienne-francaise de l'Ontario
- Association des Cruisiniers Francais de Toronto
- Association des francais libres
- Association France-Canada
- Association des Scouts Canada
- Centre Communautaire
- Communite Chretienne
- Federation des femmes Canadiennes-francaises, Conseil de la region de Toronto
- Federations des femmes Canadiennes-francaises, (Secteur Sacre-Coeur)
- La federation des clubs sociaux franco-ontariens
- La Chasse-Galerie Inc.
- La Maison de la Culture franco-ontarienne
- La Maison Francaise
- Lyceum of Folklore Studies
- Organismes francophones de la region de Durham
- Paroisse St. Louis de France
- Gaelic/Gaelique

German

Canada-GDR Committee
Association of Danube Swabians
Canadian Society of German Pensioners, Inc.
Catholic Danube Swabian Alliance
Central Organization of Sudeten German Clubs in Canada
Club "Der Hanseaten"
Danube Swabian Bank
Donay Schwaben Club
German Canadian Business & Professional Ass'n.
German Canadian Mardi Gras Ass'n.
German Canadian Students' Club
German House Toronto Incorporated
"Harfentoene" Male Choir
"Harmonie" Choirs
"Harmonie" German Canadian Club
Sportklub "64"
Sudeten Club "Vorwaerts"
Vasiliados Kastorias Association

Ghanaian

Ashanti Canadian Multicultural Association of Ontario

Greek and Greek Cypriot

Association of Corfu "Feakes"
Greek/Grec Achaian Society
Adelphotis Arachoviton "Ari Karyae"
Allilovithitikos
"Amyntae" Society of Amynteon & Suburbs
"Antartikon Florinis"
"Antartikon" Hellenic Benefit Ass'n.
Association of Katerninis and Suburbs "Olympos"
Chrisohoriton Association of Toronto
Corinthian Society "Apostolos Pavlos" Inc.
Cretan Ass'n.
Cyprus Brotherhood Ass'n.
"Elion Hermes" Ass'n.
Ekpedftiria of the Seven Sages
Folk Dancing Group of the Greek Community
Greek Canadians Ass'n. of Pieria "Ta Pieria"
Cyprus Brotherhood
Cypriot Federation of Canada
Greek Canadian Education Organization
(Protypa Ekpaedefteria Inc.)
Greek Community of Metropolitan Toronto
Greek Community of Metropolitan Toronto
Social Services Centre
Greek Canadian School Archimedes
Greek Canadian Senior Citizens Club
Greek Community Youth Centre
Alexander the Great
Greek Folk Dancing Group of Toronto
Greek Gospel Church

Greek Orthodox All Saints Church
All Saints Cultural Centre
Greek Orthodox Annuciation of Virgin Mary Church
Greek Orthodox Church of the Holy Trinity
Greek Orthodox Church of St. George
Greek Orthodox Church of St. Irene Chrisovalantou
Greek Orthodox Church of St. Nektarios
Pan-Macedonian Ass'n. of Ontario, Inc.
"Pontion Brotherhood Soumela"
Silogos Society Skopias Anagennisis
Society of Kastorian
Society of "Kato Klinai Florinis"
Society of Lehova of Florina
Syllogos Zakynthion
Thracian Society "Dimocritos"
The Vevis Brotherhood Society
Greek Canadian Democratic Organization

Grenadian
The Grenada Association
Grenada Nationals
St. Vincent & Grenadines Association of Toronto Inc.

Guyanese
Association of Concerned Guyanese

Hispanic
Canadian Hispanic Congress
Centre for Spanish-Speaking Peoples
Hispanic Social Development Council
Club Hispano
Casa De Espana
Hispanic Council of Metropolitan Toronto
Inter-Church Committee on Human Rights in Latin America
Latin American Community Centre
Latin American Ecumenical Pastoral
Mission Catolica Latin (Catholic Mission Centre)
New Experience for Refugee Women
Wellesley Hospital Cross Cultural Unit
Working Skills Centre

Hungarian
Canadian Hungarian Federation
Hungarian Canadian Cultural Centre
Canadian Hungarian Veterans' Association
Rakoczi Foundation
Canadian Hungarian Authors Association
Villa Otthon
Hungarian Art Theatre of Toronto
Hungarian Helicon Society
"Kodaly" Ensemble
Royal Hungarian Gendarmerie Veteran's Benevolent Association of Toronto
United Hungarian Fund of the Hungarian Federation
Toronto Jewish Association of Hungarian Descent

Icelandic
    Icelandic Club of Toronto

Indian (South Asian)
    Association of Indian Descendants Advancement
    Association of Women of India (AWIC)
    Bharat Canada Social & Cultural Association
    Bharathi Kala Manram, Canada
    Canadian Hindu Organization Inc.
    Culture Centre of India
    East Indians Association
    India Canada Association
    Indo-Canada Association
    India League of Canada
    India Service Society of Canada
    Indian Immigrant Aid Services
    Indian Students Association
    Jain Society
    Hindu Temple of Canada
    Marathi Bhashik Mandal
    Prabasi
    Shree Prajapati Mendal of Toronto
    Vendanta Society of Toronto
    South Asian Women's Group

Iranian
    The Persian Traditional Art & Cultural Foundation

Irish
    Irish Canadian Immigrant Aid & Cultural Society
    Irish Canadian Aid & Cultural Society of Toronto
    Irish Canadian Social & Athletic Club
    Shamrock Club
    Toronto Free Presbyterian Church

Ismaili
    Imami Ismailia Regional Council of Ontario

Italian
    Association of Pensioners & Injured Workmen of Ontario (APIO)
    Accademia Italiana della Cucina
    Associazione Cattolica Lavorate Italiani (ACLI-Patronato)
    Canadian Centre for Italian Culture and Education
    Centro Canadese Scuolo E Cultura Italian
    Columbus Centre
    Danforth Italian Social Club
    I.N.A.S. Canada - Canada National Institute of Social Services for Italian Workers in Canada (Patronato)
    Italian Canadian Association of Etobicoke
    Italian Canadian Benevolent Corp.
    Italian Canadian Cultural and Heritage Association

Italian Canadian Women's Alliance
Italian Chamber of Commerce
Marina Italian Club
Modugno Bari
National Congress of Italian Canadians
National Federated Institute of Assistance
Napoli Club
New Canada Citizenship for New Canadians
Toronto Colombo Lions Club
Order of Sons of Italy
Villa Columbo Home for the Aged & Elderly

Jamaican

Jamaican-Canadian Association
Jamaican Canadian Association

Japanese

New Japanese Canadian Association
Toronto Japanese Canadian Citizenship Association
New Japanese Canadian Association
  Shin-Iju Sha Renraku Kyo-Kai
Japanese Garden Club
Japanese Canadian Cultural Centre
Sakura Kai Cherry Blossom Club
Toronto Nisei Women's Club

Jewish

Association of Soviet Jewry in Canada
Canadian B'nai B'rith Men's Regional Council
Co-ordinated Services to the Jewish Elderly
Federation of Jewish Women's Organization
Holocaust Education & Memorial Centre
Jewish Community Centre of Toronto - Bathurst Street
Jewish Community Centre of Toronto - Spadina Avenue
Jewish Cultural Council - Beverly Street
Jewish Cultural Council - Bathurst Street
Jewish Family & Child Services of Metropolitan Toronto
Jewish Home for the Aged
Jewish Immigrant Aid Services of Canada
Jewish Information Services
Jewish Vocational Services of Metropolitan Toronto
National Council of Jewish Women of Canada
  Toronto Section
National Council of Jewish Women of Canada
  National Office
Task Force on Jewish Persons with Disabilities
The Joseph E. & Minnie Wagman Centre
Toronto Hebrew Re-establishment Services
Toronto Jewish Congress
United Jewish Relief Agencies
United Jewish Welfare Fund of Toronto
Young Men's & Young Women's Hebrew Association

Korean

- Korean Canadian Association
- Korean-Canadian Cultural Association of Metropolitan Toronto
- Korean Education Society
- Korean Roman Catholic Community Centre
- Korean Community Information Centre
- Korean Human Rights Council in Ontario
- Korean Senior Citizens' Association
- Korean Senior Citizen's Association
- Ontario Korean Businessmen's Association
- The See-All Korean Community School

Latvian

- Latvian National Federation in Canada
- Canadian Latvian Catholic Association
- "Daina" Latvian Mixed Choir
- "Daugavas Vanagi" Latvian Relief Society
- "Kalvis" Latvian Men's Ensemble
- Latvian Business & Professional Men's Association
- Latvian Canadian Cultural Centre
- Latvian Canadian Handicraft Association
- Latvian Dance Group "Dizdancia"
- Latvian House, Ltd.
- Latvian Philatelist & Numismatic Club
- Latvian Senior Citizens' Association of Toronto, Inc.
- Latvian Society of Artists in Canada
- Latvian Student Theatre
- Toronto Latvian Concert Ass'n.
- Toronto Latvian Men's Choir "Viesturs"
- "Zenta Maurina" Foundation
- "Zile" Latvian Ladies' Choir

Lao

- Lao Association of Ontario

Lebanese

- World Lebanon Cultural Union

Lithuanian

- Lithuanian Businessmen's Association
- Lithuanian Canadian Community
- Ateitis Lithuanian Catholic Youth Organization
- "Atzalynas" Cultural Arts & Folk Dance Group Inc.
- Association of Volunteers of Lithunian Independence Association
- Lithuanian Canadian Foundation
- Lithuanian Canadian Youth Association
- Lithuanian Community Association of Toronto
- Lithuanian Hall
- Lithuanian National Foundation
- Lithuanian National Fund in Canada
- Lithuanian Canadian Community of Toronto
- Lithuanian Women's Welfare Association (DAINA)

Macedonian
Macedonian Community Centre
Macedonian Information & Social Services
Selyan Macedonian Folklore Group
"Selyan" Macedonian Folklore Group
Canadian Macedonian Place
St. Clement of Ohrid Macedonian Orthodox Church
United Macedonians

Maltese
Maltese Canadian Society of Toronto
Maltese Organization Committee

Mexican
Asociacion Mexicana-Canadienese
Asociacion Mexicana-Canadiense
(Mexican Canadian Association)

Montenegrin
Montenegrin Cultural Society of Toronto
Udruzenje "Crna Cora"

Moslem
Islamic Centre of Toronto
Islamic Foundation of Toronto
Islam West Associates
Islamic Society of North America
Muslum Society of Toronto
Ontario Muslim Association, Inc.

Nevigian
Nev-Can Association

New Zealander
Tranzac Club

Norwegian
Norwegian Club

Pakistani
Federation of Pakistani Canadians
Ontario Association of Pakistani-Canadians of Ontario
Ontario Society of Pakistani-Canadian Professionals & Academics
Pakistan Intercultural Services Toronto

Polish
Canadian Polish Congress
St. Casimir Roman Catholic Church
St. Stanislaus Roman Catholic Church
St. Mary's Roman Catholic Church
Oblate Fathers Provincial Mission House
St. Teresa Roman Catholic Church - 11th Street
St. Teresa Roman Catholic Church - Southport Street
St. Joseph Roman Catholic Church
Polish National Catholic Cathedral of St. John

Canadian Polish Congress
   Toronto District
Copernicus Lodge
Millenium Foundation
Polish Immigrant Aid Centre
Polish National Union in Canada
Polish National Union in Canada
Polish Newcomers Office
Polish Women's Club
Graduates Club of A. Mickiewicz
Polish National Union - Br. 1
Polish National Union - Br. 1
Polish National Union Branch 1A
Polish National Union - Br. 2
Polish National Union - Br. 18
Polish National Union - Br. 19
Polish Combatants Assn. in Canada
   Head Executive Board
Polish Combatants' Assn. Branch 20
Royal Canadian Legion, Branch 621
   Polish Veterans of Gen. W. Anders
Central Committee of Polish Veterans
Polish Army Veterans Association
   Central Committee
Polish Army Veterans Association
   Post 114
Polish Army Veterans Association in America Branch VII -
   SWAP
Polish Veterans' Association
The Organization of the Veterans of the Eight Army of the
   Polish 2nd Corps
Polish Home Army Ex-Servicemen Assn.
Polish Senior Scouts Association
RCAF Assn. "Rada Skrzydel"
RCAF Association Wing #430 "WARSAW"
Polish Political Ex-Prisoners Assn. - Head Office
Polish Political Ex-Prisoners Association - Toronto Branch
Association of Polish Engineers in Canada - Head Office
Association of Polish Engineers in Canada - Toronto Branch
Canadian Polish Research Institute
Polish Girl Scouts Association
Polish Canadian Women's Federation in Canada - Head Office
Polish Canadian Women's Federation - Br. 1
Polish Scouting Association in Canada
ZHP Choragiew Harcerzy
ZHP Choragiew Harcerek
Solidarity Information Office in Canada
Wawel Villa Inc.
Polish Businessmen's Association
Polish Teachers Association
Canadian Polish Youth Sponsors
Alliance of the Polish Eastern Provinces - Toronto Branch
Polish Alliance of Canada

Polish Alliance in Canada - Branch 1/7
Polish Alliance in Canada - Branch 5
Polish Alliance Ladies Circle
Reymont Foundation
The Adam Mickiewicz Foundation Inc.

Portuguese
Canadian Society for Portuguese Studies
Casa do Alentejo
First Portuguese Canadian Community Centre
Portuguese Canadian Democratic Association
Portuguese Community Centre
Portuguese Family Centre
Portuguese Free Interpreters
Portuguese Interagency Network
Portuguese Social Service Centre of Toronto

Punjabi
International Punjabi Society
Perdesi Punjab Sabit Sabha
Punjabi Sahit Sabha

Romanian
Dacia Romanian Cultural Association
Romanian National Council
Canadian Romanian Association

Russian
Russian Canadian Cultural Aid Society
Federation of Russian Canadians
Federation of Russian Canadians - Toronto Branch
Federation of Russian Canadians National Executive

Salvadorean
Group Cultural Izalco de Toronto

Scottish
Victoria Park Free Presbyterian Church
Clans & Scottish Societies of Canada
Gaelic Society of Toronto
St. Andrew's Society of Toronto
Scottish Club
Scottish Societies
Toronto "Caithness" Association

Serbian
Bratstvo
Canadian Serbian National Committee
Serbian Cultural & Historical Society "Njegos"
Serbian Heritage Academy of Canada
Serbian League of Canada "Gavrilo Princip"
Serbian National Shield Society
Serbian White Eagles Club
Serbian Veterans Association of Ravna Gora
Serbian Youth Group "Hajduk Veljko"

Sikh
- International Council of Sikhs, Inc.
- Shromani Sikh Society
- Sikh Social and Educational Society
- Sikh Youth Association
- Sri-Guru-Sinch Sabha

Slovak
- Canadian Slovak League
- Canadian Slovak League
- Permanent Conference of Slovak Democratic Exiles in Canada
- Slovak Cultural Centre

Slovene
- Baraga Slovenian Association
- Slovenian National Federation of Canada
- Slovenian Home Association
- Slo-Can Centre "Slovenska Pisarna"
- Canadian-Slovene Society for Cultural Exchanges

Sri Lankan
- Canada-Sri Lanka Association

Swedish
- Swedish Women's Education Association of Canada
- Canadysli Clique

Swiss
- Swiss Club Toronto

Trinadadian
- Trinidad and Tobago Association of Ontario

Turkish
- Turkish Culture Folkloric Society of Canada
- Turkish Canadian Friendship Association of Toronto

Ukrainian
- Association for Ukrainian Traditions in the Arts
- Brotherhood of Veterans of the 1st Division, U.N.A.
- Chair of Ukrainian Studies Foundation
- Canadian-Ukrainian Business & Professional Club
- Canadian Ukrainian Professional Women's Association
- Canadian-Ukrainian Immigrant Aid Society
- Canadian-Ukrainian Opera Association
- "Dilrova" Women's Choir of the Ukrainian Youth Asst.
- Heritage Club
- Self-Reliance Association
- T. Shevchenko Ukrainian Community Centre
- "Slovo" Ukrainian Canadian Writers' Association
- St. Vladimir Ukrainian Institute
- Ukraina Sport Association
- Ukrainian-Canadian Committee

Ivan Franko Home for the Aged
Plast-Ukrainian Youth Association of Canada
Ukrainian-Canadian Committee - Toronto Branch
Ukrainian-Canadian Community Women's Council
Ukrainian Canadian Women's Association
  (Sv. Kniahyna Olha Branch)
Ukrainian Canadian Lemko Association
Ukrainian-Canadian Ontario Council Education Commission
Ukrainian-Canadian Social Welfare Service Inc.
Ukrainian Educational and Cultural Society
Royal Canadian Legion, #360 - Ukrainian Branch
Ukrainian Cultural Centre
Ukrainian Heritage Association and Museum of Canada
Ukrainian Librarian's Association of Canada
  (Ontario Chapter)
Ukrainian Museum of Canada
Ukrainian National Federation of Canada
Ukrainian People's Home
Ukrainian Canadian Youth Association ODUM
Ukrainian National Youth Federation of Canada
Ukrainian War Veteran's League Inc.
Ukrainian Women's Organization - Toronto Branch
Ukrainian Women's Organization - West Toronto Branch
Ukrainian Youth Association
The "Vesnanka" Ukrainian Folk Dance Festival
Women's Auxiliary of St. Vladimir Institute

Uruguayan

Arte de Uruguay

Vietnamese

Vietnamese Association, Toronto
Vietnamese Youth and Women's Centre

Yugoslav

Bratstvo i Jedinstvo
  Canadian Yugoslav Cultural Association
C.Y.C.A. "Bratstvo Jedinstvo" Toronto
Canadian-Yugoslav Cultural Association
  "Nikola Tesla"
Canadian-Yugoslav Association
  "Rodoljublje"
Yugoslav Pensioner's Club
Zumberak
Islamska Bratska Zajednica
Moslems of Yugoslavia in Toronto
"Teteks" Sports Club
Yugoslav Canadian Schools
Yugoslav Pensioners' Club

Zoroastrian

Zoroastrian Society of Toronto

APPENDIX G

ETHNIC PAPERS AND JOURNALS IN METROPOLITAN TORONTO

ETHNIC PAPERS AND JOURNALS IN METROPOLITAN TORONTO

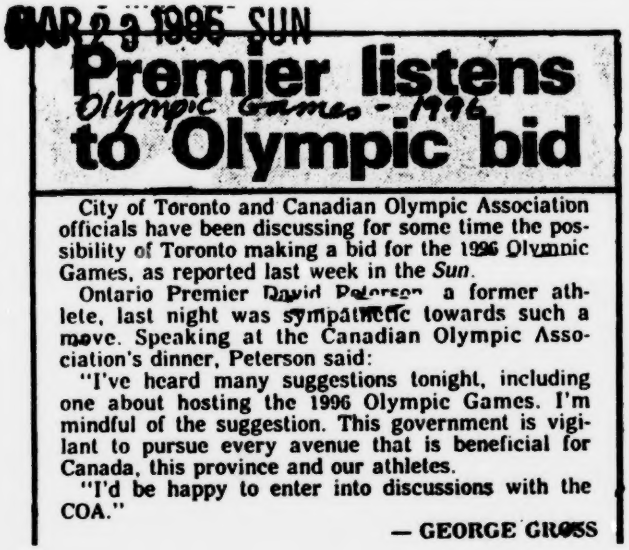
Language	Paper/Journal	Frequency
Arabic, English, French	Arab Guide	2 x month
Arabic, English	Arab News of T.O.	2 x month
Arabic, English, French	Arc Arabic Journal	2 x month
Arabic, English	Canada & Arab World	2 x month
Arabic, English	Middle East Report	2 x month
Byelorussian	Bielaruski Holas	monthly
Chinese	Chinese Express	daily
Chinese	Sing Wah Daily News	daily
Chinese	Sing Tao Jih Pao	daily
Chinese	World Journal Chinese News	daily
Croatian, English	Zupni Vjesnik	weekly
Czech	Kanadske Listy	monthly
Czech, Slovak	Novy Domor	2 x month
Danish	Modersmaalet	2 x month
Dutch, English	Hollandia News	2 x month
Estonian	Meie Elu	weekly
Estonian	Vaba Eestiane	2 x month
Finnish	Vapaa Sana	weekly
German, Swiss, Austrian	Deutsche Press	weekly
German	Die Zeit	weekly
Greek	Evomada	weekly
Greek	Hellenic-Canadian Chronicles	weekly
Greek	Patrides	monthly
Gujarat	Gujarat Vartman	2 x month
Gujarati, English	Subras	monthly
Hungarian	Kanadai Magyarsag	weekly
Hungarian	Magyar Elet	weekly
Hungarian, English	Magyar Naplo	monthly
Hungarian	Menovah-Egyenloseg	weekly
Hungarian, English	Sporthirado	weekly
Italian, English	Communita Viva	monthly
Italian	Corriere Canadese	2 x week
Italian	Corriere Illustrato	weekly
Italian, English	Lo Specchio	monthly
Italian, English	Lo Specchio-Vaughan	bi-weekly
Italian	Vita Italiana	weekly
Italian	Vitasana	monthly
Japanese, English	The Canada Times	2 x week
Japanese, English	The New Canadian	2 x week
Korean	The Korea Times	daily
Korean, English	Monjoong Shinmoon	2 x month
Latvian	Latvija Amerika	weekly
Lithuanian	Teviskes Ziboriai	weekly

Source: Ethnic Media Guide.

Language	Paper/Journal	Frequency
Macedonian, English	Macedonia	monthly
Malayalam	Kerala Express	2 x month
Pakistan, English	Fortnightly Al-Hilai	2 x month
Polish	Glos Polski-Gazeta Polska	2 x week
Polish	Polish Canadian Courier	2 x month
Polish	Zwiazkowiec	2 x week
Portuguese	Desporto	2 x month
Portuguese	Correio Portugues	2 x month
Portuguese	Novo Mundo	weekly
Portuguese	Portuguese Sun	weekly
Punjabi	Asia Times	2 x month
Punjabi	Perdesi Penjab	2 x month
Punjabi	Punjabi Patarka	2 x month
Punjabi, English	Punjab	monthly
Romanian	Cuvantul Romanese	monthly
Russian	The Exodus	monthly
Serbian, English	Bratstvo	monthly
Serbian	Kanadski Srbobran	weekly
Slovak, English	Kanadsky Slovak	weekly
Slovenian, English	Slovenska Drzava	monthly
Spanish, English, French	Catalunya	monthly
Spanish	El Comercia	2 x month
Spanish	Neuvo Diario	weekly
Swedish	Canada-Svensken	2 x month
Ukrainian	Batkivshchyna	monthly
Ukrainian, English	Homin Ukrainy	weekly
Ukrainian	Zhyttia I Stovo	weekly
Ukrainian	Nasha Meta	weekly
Ukrainian	New Pespectives	monthly
Ukrainian, English	Novy Shiliakh	weekly
Ukrainian	Vilne Slovo	weekly
Ukrainian	Yunak	monthly
Urdu	The Imroze	2 x month
Urdu	Pakeeza International	2 x month
Urdu	Shama	monthly
Yugoslavian	Nase Novine	weekly

APPENDIX H

NEWSCLIPPINGS ON THE 1996 OLYMPIC GAMES



MAR 2 3 1986 SUN

Premier listens to Olympic bid

Olympic Games - 1996

City of Toronto and Canadian Olympic Association officials have been discussing for some time the possibility of Toronto making a bid for the 1996 Olympic Games, as reported last week in the *Sun*.

Ontario Premier David Peterson, a former athlete, last night was sympathetic towards such a move. Speaking at the Canadian Olympic Association's dinner, Peterson said:

"I've heard many suggestions tonight, including one about hosting the 1996 Olympic Games. I'm mindful of the suggestion. This government is vigilant to pursue every avenue that is beneficial for Canada, this province and our athletes.

"I'd be happy to enter into discussions with the COA."

— GEORGE GROSS

TORONTO STAR
March 2 , 1986

Toronto group asks city to bid for '96 Games

By **Peter Cheney**
Toronto Star

Mayor Art Eggleton has been talking to a private group that wants to bring the 1996 Olympic Games to Toronto

The group of businessmen is led by former Olympic yachtsman Paul Henderson, 51, of Toronto, who has held informal meetings with Eggleton over the past few months.

A source at City Hall said Toronto officials were "extremely" interested in the idea of bringing the Games to Toronto.

"They want it," the source said.

Walter Tedman, special assistant to the mayor, described the talks as "exploratory . . . we're looking to go on from here."

If Toronto won the right to host the 1996 Games, it could bring in millions of tourist dollars and create thousands of jobs.

"The principle is one you'd find hard to say no to," Tedman said.

Bill Cox, a director with the Canadian Olympic Association, described Toronto as an "excellent" site for a summer Games.

Although no formal estimates have been made of how much it might cost to host the Games, Henderson suggested a rough figure of $750 million

Modelled on L.A.

Henderson, who is now an engineer and competed in the 1968 and 1972 Olympics, said the Games would be modelled on the highly successful 1984 Los Angeles Olympics, which resulted in a surplus of more than $200 million.

The L.A. Games cut costs by using existing facilities in the area and organizing volunteers to handle many functions.

With the new domed stadium under way, and other major sports facilities already in place, Toronto could do the same, Henderson said.

Under Henderson's proposal, sports facilities throughout southern Ontario would be used to accommodate the full range of Olympic sports.

Surprisingly, Toronto's new domed stadium would not be used for the Olympic track and field events.

Installing an Olympic track and field facility in the domed stadium would disrupt baseball and football schedules, Henderson said. Instead, the domed stadium would be used for the showcase opening and closing ceremonies, as well as sp like gymnastics, basketball and cling.

The track and field events would be held in nearby Exhibition Stadium, which would be temporarily enlarged with huge seating sections.

Slashing costs

Equestrian events would be held at Woodbine racetrack, where the field would be landscaped to make Olympic-regulation courses

Boxing could be held at Varsity Stadium, while sports like weightlifting could be held at the O'Keefe Centre, Henderson said.

Sailing events would be held in Kingston, which has an Olympic yacht basin built for the 1976 Games.

Using existing facilities wherever possible would slash costs, Henderson said, avoiding the expensive construction that has turned some past Olympics into financial disasters.

"We're in excellent shape," he said. "Almost as good as L.A. was and better in some ways. You paint things up, put up some flags, and have a good time. If you build monuments, you'll have a disaster."

The cost of the 1976 Games in Montreal, one of the most notorious in terms of cost over-runs, has been estimated at $1 billion.

Henderson said the Toronto Games "shouldn't cost the taxpayer any money."

But even with frugal planning by cost-conscious organizers, there would be no guarantee that the Toronto Games would produce a surplus like the Los Angeles Games, or that there would not be a loss.

Richard Levin, who was involved in the planning of the L.A. Olympics, said there was "quite a bit of luck" involved in the way those highly successful Games turned out.

Levin was an assistant to chief Games organizer Peter Ueberroth, who is now commissioner of baseball.

Financing for the Toronto Games would come from both government and the private sector, Henderson said. A number of corporations have already expressed interest in the project, he said.

'Support is there'

Government support for the plan is difficult to assess at this early stage, although Henderson says "the support is there."

On Friday, the city of Toronto hosted a reception for members of the Canadian Olympic Association, in town for their annual convention. Discussions between city officials and association members were "enthusiastic," according to sources

Ontario Premier David Peterson, guest speaker at the association banquet Saturday night, is also interested.

"We'd be happy to look at that possibility for Ontario," a Peterson press aide said yesterday.

"It would mean jobs and tourist dollars. We're more than happy to look at the proposal."

Lee Crowell, executive director of the Canadian Olympic Association, said in an interview from Montreal that there seemed to be fairly substantial support for the Toronto Olympic bid.

Beavis

"It would appear that the province and the city are interested," he said.

Fred Beavis, deputy mayor of Toronto, said facilities built to house athletes and officials during the Games could be used as low-cost housing after the Olympics closed.

"We'd kill two birds with one stone," he said.

Selling Toronto as a 1996 Games site to the International Olympic Committee could be difficult, since 1996 is the Olympic centennial. Many feel that the 1996 Games should be held in Athens, Greece, site of the original Olympics.

Henderson said Toronto's multicultural character is a selling point that makes it "perfect" for the Olympic centennial.

"If they're looking for a site that epitomizes what the Olympics are all about, what better place is there than this? This is the city that has the cultural mosaic to build the next 100 years on."

Any bid for the Games must convince the International Olympic Committee that a city has the support of all levels of government, and can provide the proper facilities and security arrangements.

Organizers of the 1984 Olympics in Los Angeles spent $50 million on security devices. Equipment included 77 helicopters, 330 M-16 rifles and 393,000 rounds of ammunition.

Toronto studying bid to host Summer Olympics in 1996

MAY 24 1986 G&M

Olympic Games - 1996

BY ALDEN BAKER and JOHN DOUGLAS
The Globe and Mail

The City of Toronto may bid for the 1996 Summer Olympic Games.

Mayor Arthur Eggleton said yesterday he has notified the Canadian Olympic Association that private organizations are paying for studies to help determine whether the city should submit a formal request.

Insiders say the bid would be a preliminary move for a serious attempt to get the 2000 Olympics.

Canadian Olympic Association vice-president Ken Read, a former World Cup skier, said in an interview from Calgary last night that Athens is the sentimental favorite for the 1996 Games. The modern Olympics, which began in the Greek city in 1896, will be celebrating their centennial year with the 1996 games.

Mr. Read said Toronto's bid is part of a strategy to improve its chances for 2000. Such jockeying for position has become standard among cities seeking to hold the Games. Calgary, the site of the 1988 Winter Games, made four bids before being successful in September, 1981.

Greg Mathieu, director of operations for the Canadian Olympic Association, said most of the cities vying for the 1992 Olympics — Paris, Barcelona, Amsterdam, Brisbane and Birmingham — are really hoping to obtain the 1996 Games.

Paul Henderson, a member of Canada's sailing team, is chairman of a committee of citizens interested in helping organize Toronto's bid. He said the group is serious about its 1996 bid, but is also prepared to seek the 2000 Games.

He said the committee has held meetings with the Mayor in the past year. The group has also met federal Government officials who de-

da would not play host to international games for the rest of the decade, are "very, very positive" about Toronto's bid.

Mr. Mathieu said Toronto could have problems financing the Games if one of the three or four Ontario cities bidding for the 1994 Commonwealth Games is successful.

"Anything that pulls cash from the provincial and federal levels puts a strain on anything in the future," Mr. Mathieu said. "Toronto's strong point, I understand, is that they will be relying heavily on private sector funding. The federal Government will really like that."

Montreal, which in 1976 held the only Summer Olympics staged in Canada, ran into problems of high costs. Although Montreal Mayor Jean Drapeau said at one point that the Montreal Olympics could "no more incur a deficit than a man could have a baby," the 1976 event ran up an accumulated deficit of about $3.5-billion.

The cost of the Calgary Winter Olympics has risen by $66-million in the past year to a total of $472-million, making the Games the most expensive in history.

Mr. Eggleton said Ontario Premier David Peterson has given initial support to the preparation of a bid from Toronto.

He emphasized the exploratory nature of the notice filed with the Olympic association, saying Toronto was only asking for information on the steps required to make a formal bid. The association is expected to make a decision in late fall as to which Canadian city should be put forward to the International Olympic Committee in 1990.

Mr. Eggleton and Metro Chairman Dennis Flynn will be co-chairmen of a political committee to review studies recommending areas available for the Games.

Mr. Flynn suggested that the proposed domed stadium, scheduled for completion in 1989, could serve as a site for the opening and closing ceremonies of the Olympics.

Because of Olympic rules against artificial surfaces, the stadium probably would not be used for any competition.

Mr. Eggleton said the business community and individual citizens have been enthusiastic about seeking the Olympics. Toronto made a bid for the Games in the fifties, but not with the degree of preparation required by current International Olympic Committee standards.

"Toronto has a great reputation as a sports-minded city," he said. All members of Toronto City Council and the five suburban mayors have been advised that a bid for the Olympics is being considered.

Metro Councillor Richard Gilbert reflected the general support for making a bid. "There is a realistic chance we could get the Games," he said.

Way clear for Toronto to bid on '96 Olympics

MAY 25 1986 STAR

Olympic Games - 1996

By Crosbie Cotton
Special to The Star

The Canadian Olympic Association has opened the door for Toronto to pitch for the 1996 summer games.

Prompted by a letter from Mayor Art Eggleton, the association's executive board decided in Calgary yesterday to support a Canadian bid to hold the games — but said all Canadian cities must have a chance to apply.

Toronto is the only city now expressing interest, said association president Roger Jackson. But "we have agreed to invite applications for both the 1996 summer Olympics and winter games from across Canada."

Under rules set by the Swiss-based International Olympic Committee (IOC), any bid to hold games must be presented jointly by a country's Olympic association and the city involved.

Even if Toronto is chosen over other Canadian candidates, it faces an uphill battle against the rest of the world to land the games.

Dick Pound, a Montreal lawyer and one of Canada's two IOC members, said there is a strong possibility that Athens will be chosen because 1996 is the year the modern Olympics celebrate their 100th anniversary.

"I think there will be a tremendous emotional appeal to go back where we started," Pound said.

Eggleton sent an letter to the association asking what has to be done to make a formal bid.

Since the idea was raised by a group of Metro residents a year ago, he has had talks with other Metro mayors, Metro Chairman Dennis Flynn and Premier David Peterson. All pledged their cooperation.

Canadian cities must file a notice of intent to the association by this September, then follow up with preliminary bid information — including details of facilities and financing — by next April. Formal bids must be in by October of 1987 and the decision will be made the following month.

The IOC will pick the 1996 host cities at a meeting in Tokyo in 1990.

Pound said Toronto's chances are limited because it is an unknown city in the Olympic world and is arriving late on the bidding scene.

But Canada's senior IOC member, Toronto lawyer Jim Worrall, said he is 100 per cent behind the Toronto bid and will give his all to get the games for the city.

He estimated it would cost Toronto $7 million to $10 million to prepare and present a bid.

New Metro business chief backs Olympics

By Ann Auman Toronto Star

Holding the 1996 Olympics in Toronto is a dream Fred Hamilton can make come true.

Hamilton, as the new president of the Board of Trade of Metropolitan Toronto, would likely get support for the Olympics from the 15,000 members — most of whom are prominent in business.

"If there was an opportunity for the Olympics, just as with the domed stadium, the board would be in the front ranks to try to assist," he said yesterday in an interview.

The board held its annual meeting yesterday and Hamilton was installed as the 113th president, replacing Kenneth Jones.

Hamilton

The board traditionally supports a variety of community activities, including sports and the domed stadium, but the Olympics is especially close to Hamilton's heart.

"I'd personally be supportive of the Olympics, because I have a son who is a bronze medal winner," he said.

Hamilton's son Doug was part of Canada's quadruple sculls rowing team that won a bronze medal in the 1984 Olympics in Los Angeles.

Hamilton, 54, was born in Toronto's west end. He graduated from the University of Toronto as an engineer in 1954 and later attended Osgoode Hall Law School.

He has spent the past 15 years as a labor lawyer, representing management, and is currently a partner with the firm of Hicks Morley Hamilton Stewart Storie.

Recently he handled the Visa strike by Bank of Commerce employees.

Trade view

When asked about recent board of trade views, such as freer trade and equal-pay legislation, Hamilton said, that "without freer trade we're going to have even more dislocations.

"It's our purpose to try to reduce the dislocations through a negotiated process, rather than what may turn into a tit-for-tat mentality," he said.

But the board doesn't support the provincial government's proposal for equal pay, under which the government would require businesses to increase women's wages for work deemed to be of equal value according to government guidelines, he said.

The board supports equal opportunity, and encourages its members to set up voluntary program to promote women, he said.

MAY 25 1986 SUN

Games bid gets backing

Olympic Games - 1996

"No one will question Toronto's ability to provide facilities. Biggest selling point is the city itself."
— Richard Pound, IOC executive member.

GEORGE GROSS
Sports Editor

Richard Pound, a former Olympian who made the 100-metre freestyle swimming finals in the 1960 Olympics at Rome, made the above statement to Paul Henderson, the sailor, who's doing a yeoman's job on land in promoting the idea of Toronto hosting the 1996 Olympics.

Henderson's detailed, well researched approach has been accepted by people who care about Toronto and Canada. The few knockers, who make a living from it, won't be able to stop the army composed of dedicated volunteers who want the project to succeed because of the benefits to the City of Toronto, in fact Metropolitan Toronto, Ontario and, indeed, all of Canada.

Mayor Art Eggleton, who signed a letter of intent on behalf of Toronto and sent it to the Canadian Olympic Association, is far more positive on the subject than some reports may want you to believe. When I talked to him yesterday afternoon and asked him whether reports according to which his exploratory bid for 1996 is actually one that could open the door to an approach in the year 2,000, His Worship said:

"I'm not going into this with any negative thoughts. Some are suggesting that Greece, home of the first modern Olympic Games, would be given first consideration on the Games 100th anniversary in 1996. I say it's not a foregone conclusion that Athens would be given the nod.

Security plays a part

"It's no secret that Greece is having financial problems and the government is only mildly supportive of a possible bid by Athens. Security in Athens may also play a part in the decision. Moreover, the lucrative prospects of the North American television market at prime time will also have an impact on the final decision by the IOC.

"Toronto has something special to offer. And even though we're making only an exploratory move, there's no denying that it is a spectacular opportunity to help provide our community with new facilities and thousands of jobs. It would also be a massive infusion into our economy. In addition, Toronto would be the centre of the world stage for some time."

Metro chairman Dennis Flynn and all the other Metro mayors are in favor of the project, as are their respective councils. The private sector, which will help finance the Games much in the way Los Angeles ran the show in 1984, has already committed moneys for the initial feasibility studies and assorted expenditures

In fact, the word has already spread to IOC headquarters in Switzerland. After Juan Antonio Samaranch, president of the IOC, saw the initial story on Paul Henderson's dream for 1996 in the April 6 edition of The *Sun*, he told Dr. Roger Jackson, president of the Canadian Olympic Association:

"We want you to encourage Canada's strong bid for 1996."

Henderson, chairman of a group of citizens who're working on behalf of a Toronto bid for 1996, is, of course, delighted. As a former Olympic yachting competitor, he feels as if the wind had finally hit his sails. While there's still a lot of land between Mayor Eggleton's letter and the IOC decision, which would come down in 1990, Henderson is working like a beaver on all questions that have been or will be posed.

"Someone said the dome wouldn't help the Olympics because the IOC does not allow artificial turf and it won't have a running track anyway," reported Henderson. "First of all, everyone should realize that at any one time there's a need for 350,000 seats at the different venues. In LA those seats were at 27 different venues.

"The dome will have 60,000 of those seats and can be used in several ways. First of all, it can host the opening and closing ceremonies. Secondly, it can be the venue for cycling with a velodrome that would hold 15-20,000 fans and a 30,000-seat basketball court. Heck, for a Russia-U.S. final we could probably sell 100,000 tickets.

"Thirdly, on the Friday and Saturday before the closing ceremonies, the dome could hold the baseball semi-finals and finals. In my estimate, the dome events would generate $100 million revenue from gate receipts in two-and-a-half weeks. And since the dome will be built by then, it wouldn't be an Olympic capital expenditure."

Henderson then went on to explain that there really was no sense in putting a running track into the dome. It would cost many more millions and would be used for less than three weeks on one only occasion. Besides the cost, it would also result in becoming a poor baseball and football stadium once the track is taken out, as was the case with Montreal's Olympic Stadium.

But, surely, there has to be some reasonable facility built somewhere in Toronto to allow the world's track and field elite to strut their stuff. To no one's surprise, Henderson had the answer.

Residual benefits

"For approximately $20 million we could change Exhibition Stadium into a two-and-a-half-week, 100,000-seat track and field facility," he enthused. "We would be using many temporary facilities, just as they did at the Los Angeles Coliseum. We'd put down a magnificent running track and the grass infield could be used for soccer.

"This would be consistent with our overview that the Games would have to leave residual benefits to the community. And what more, the parking on CNE grounds would probably pay for the whole thing and the gate receipts, again, could total $100 million. And the way we'd build the administrative building, it could remain as a home for that sports university you keep talking about."

Henderson looks beyond just the sporting aspect of the Olympics. He's aware of the cultural demands the IOC will be making and he's ready to supply the answers. He also goes a step further.

"I think we could hold a Super Caravan where athletes from around the world could find friends, food and exhibits from their own ethnic background," he said. "After all, for two-and-a-half weeks every ethnic group in Toronto will have a 'Wayne Gretzky' in their midst."

Henderson and Carol Ann Letheren of the COA executive committee are planning a get-together of the Canadian Olympic family, which would include members of Sport Ontario and Sport Canada with Jim Worrall, IOC member for Canada, being bestowed the title of Olympic ambassador for Toronto's 1996 bid.

Onward and upward!

THE GLOBE AND MAIL
May 27, 1986

COA seeks bids to hold Olympics

BY JAMES CHRISTIE
The Globe and Mail

The Canadian Olympic Association will advertise across the country to discover if any municipalities other than Toronto are interested in bidding for the Olympic Games.

The COA executive board made the decision to advertise on the weekend, after receiving a letter of interest from Toronto Mayor Art Eggleton. The mayor sought direction from the COA on the requirements for submitting a formal bid for the 1996 Summer Olympics.

"Our next stage would be to set up a time schedule for receiving replies from any other municipality," said James Worrall, a Canadian member of the International Olympic Committee.

"We'd communicate with any bidding city and attempt to formalize their bids. Then, the COA would set up a site review committee to visit any interested city. No decision (on which Canadian bid to present) would be made until the fall of 1987, and it wouldn't be presented to the IOC until 1990."

The COA can endorse only one bid from a Canadian city. No other cities have come forward to show interest yet. However, in the past 20 years, major multisport events have been held at Winnipeg (Pan-American Games), Montreal (Olympics) and Edmonton (Commonwealth Games and World University Games).

The chances of a Canadian bid being accepted for 1996, the centennial year of the modern Olympic Games, are slim. However, even if the bid were to be rejected by the IOC, the Canadian candidate would have a better chance of being accepted for subsequent Olympics.

"There has never been any formal discussion at the IOC level regarding an official candidate for 1996, but there have been expressions of opinion that in the centennial year, the Games could go back where they began — Athens," Worrall added.

The IOC member also pointed out that since six international cities are vying for the 1992 Games, the Canadian bid for 1996 would no doubt encounter stiff and well-prepared competition from some of the 1992 losers.

Bids for the 1992 Games have been entered by New Delhi, Paris, Barcelona, Amsterdam, Brisbane and Birmingham, England.

"It's not logical that they'd just abandon all hope of getting another Olympics," Worrall said.

"But, personally, I'd suggest that the Toronto interests go after 1996 as strongly as possible."

A Canadian bid would have a few things in its favor. The IOC would probably make more money by accepting a Toronto bid. The city's placement in the Eastern time zone would allow glamor events to be run during U.S. television primetime, meaning that television rights will be worth a fortune.

The proximity to the U.S. market would likewise attract large numbers of official sponsors and suppliers.

Politically, Canada is considered safe. It is a nation that maintains good relations with both the East and West and would not be likely to be hit by a boycott. In 1984, the Soviet Union led a boycott of the Los Angeles Games by Communist nations. In 1980, the United States led a Western boycott of the Moscow Olympics.

While there may be IOC sentiment to take the 1996 Games to Athens, the Greek city's geographical position near the volatile Mideast would make it an obvious terrorist target.

Canada's chances are considered better for getting the Olympic Games of the year 2004 or 2008.

"It's comparable to figure skating," said Frank Ratcliffe, communications director of the COA. "You have to appear before the international judges often enough to be known and accepted before you win."

TORONTO STAR
June 2, 1986

The 1996 Olympics

Go for it, Toronto

There's no doubt Montreal gave the Olympics a bad name. The Olympic Stadium stands today — still without a retractable roof — as a symbol of the horrendous mismanagement, corruption and gross misspending that plagued the 1976 summer games.

The final tab for those Olympics — which Mayor Jean Drapeau promised would not cost taxpayers a cent — will be more than $3.5 billion by the time outstanding work is completed and Montreal makes its final debt payment in 1995.

Los Angeles' games -- not Montreal's -- is the model we should follow

But the event doesn't have to mean financial ruin, as Peter Ueberroth so skillfully proved as organizer of the 1984 summer games in Los Angeles. Ueberroth and the Los Angeles Olympic Organizing Committee, enthusiastic business people and more than 72,000 volunteers proved the Olympics can be a smashing success without building flashy, expensive monuments at taxpayers' expense. The Los Angeles Olympics made a $250 million *profit* by relying largely on existing sports facilities and depending solely on private enterprise to foot the bill.

There are undoubtedly risks, but there are also great rewards to be gained from hosting the 16-day summer games. In light of Los Angeles' success, we wholeheartedly support efforts to bring the 1996 Olympics to Toronto.

Toronto Mayor Art Eggleton has already sent an "exploratory" letter to the Canadian Olympic Association and a citizens' committee, led by Olympic sailor Paul Henderson, has been compiling an inventory of possible sites for Olympic events.

Eggleton is off to a good start by recognizing that the games should be funded by the private sector and dispersed throughout Metro and Ontario. That way existing Olympic sailing facilities in Kingston and rowing facilities in St. Catharines could be put to good use.

We already have university residences to house Olympic athletes in Metro and, if additional housing is needed, it could be designed to house needy families and single people when the games are over.

We have Maple Leaf Gardens, we'll have the domed stadium and public transit is already available to carry many of the people the Olympics would bring to Metro.

But a $200,000 feasibility study — to be financed by the private sector — should better spell out the pros and cons, before Toronto considers submitting a formal bid for the 1996 summer games.

Toronto clearly has a lot to offer. While terrorism has reached horrific proportions in Europe and the Middle East, Canada enjoys an international reputation as a peace-loving nation with people of diverse cultures and nationalities striving for excellence.

Isn't that what the Olympics are really all about?

JUN 2 1986 SUN

Gamesmanship

Olympic Games - 1996

Our citizens deserve better!

Montreal had Expo 67 and the Olympics, and now Vancouver is justifiably proud of hosting the latest Expo.

Yet Toronto doesn't have a major world event about which to boast. Why?

There are several reasons, beginning with the politicians who don't want to rock the boat. There's also the legacy of Jean Drapeau's Olympic financial disaster. It stands as a deterrent and excuse for politicians and critics.

Yet Toronto, as one of the world's most attractive and safest cities, deserves a world sports spectacle.

Like the Summer Olympics of 1996.

We salute a group of private citizens headed by Paul Henderson, a former Olympic sailor and Olympic sailing official, who started the ball rolling for Toronto's 1996 Olympic bid.

We also acknowledge Toronto Mayor Art Eggleton for signing the letter of intent to explore the possibility of holding the Games here, and for involving Metro Chairman Dennis Flynn and all the Metro mayors.

Politicians haven't been the only culprits in thwarting past efforts by Toronto to host major athletic galas. The Canadian Olympic Association and the International Olympic Committee have also been roadblocks.

This time it appears different. COA officers are onside, although they'll give other Canadian cities a chance to bid. That's only fair. As for the IOC, its president Juan Samaranch told COA president Dr. Roger Jackson: "We want you to encourage Canada's strong bid for 1996."

And Richard Pound, IOC executive member for Canada said: "No one will question Toronto's ability to provide the facilities. The biggest selling point is the city itself."

Indeed, it is. And now that Peter Ueberroth has shown the world how to host the Olympics, make a profit and still leave the host city with residual benefits in athletic facilities, even the most vociferous knockers should keep their peace.

We are keen to do our share in assisting Toronto's efforts to host the Olympics. We urge the private sector to get involved to strengthen the city's bid so that once again we won't be sitting on the sidelines.

Other Henderson dreams of Games

Globe: June 7/86

TRENT FRAYNE

The other Paul Henderson has spoken for all of us. The other Paul has decided it's time Toronto staged the Summer Olympics and has designated 1996 as the year. In a pinch, he might settle for 2000, but 1996 looks like the year on account of Toronto being at least four years ahead of the times at all times.

This Paul Henderson is not the one who put the puck in the net in Moscow. This one is the other one, shorter and older, with a shiny pate and the energy of a tango dancer. He is not entirely a non-athlete, however. He sailed the briny depths for Canada at the 1964 Olympics off Tokyo and the 1968 Games off Acapulco, and coached the Canadian team in 1972 off Kiel in the north of Germany.

That latter competition, by the way, was limited to six races because of terrible weather in the Baltic Sea. It was the year that royalty, as represented by Crown Prince Harald of Norway, finished 10th. The wild weather so piqued a lowly commoner named Paul Elvstrom of Denmark, attempting to become the first sailor in history to win gold medals at five different Olympics, that he packed up his boat and his long johns and drove home in a huff after the fifth race.

At any rate, here we have the other Paul Henderson jumping out of his yacht and speaking on behalf of all of us about permitting the Olympics to come here in 1996. Ordinarily, we're too modest to limn the virtues of life in the culture capital of the universe. We're reluctant to clarion how more fortunate we are than ordinary mortals, people consigned to Vancouver, say, and other remote settlements.

"Toronto lives the Olympic ideal," Paul is fond of saying. "We're the most elite of the world's elite cities." H. Ballard couldn't have said it better.

Who is this guy? Is he a nut or is there some real chance he'll be listened to?

In the first place, Paul F. Henderson's blood runs the purest blue, which is to say he was born in Toronto. More than that, Paul's grandfather, Robert Grant Henderson, who started the family business, was on the original payroll of the 48th Highlanders, one of Toronto's proudest regiments. Further, Paul graduated in engineering from the University of Toronto and succeeded his father, Albert, in the family's business. He is now the company president. On top of this, he has no side, no pretension, which is, of course, so typical of the genuine Torontonian.

"Engineer, heck, I'm a plumber," he says (could H. Ballard be more characteristically self-effacing?).

Originally a plumbing business, the R.G. Henderson company now repairs commercial cooking equipment — hospitals, hotels, restaurants. "If you want to know a decent place to eat," Paul says, "I'm your man."

He became a sailor because the family owned a summer home on the Toronto islands. His father was the president of the Ward's Island Association. "Some kids are rink rats," Paul says. "I'm a water rat. I started sailing when I was 8. I won the Canadian junior sailing championship at 11 in a regatta in Toronto bay."

Now 50, he's a sailor still. Yesterday, he and his daughter, Martha, competed in a Lake Ontario regatta off Oakville. "We race dinghies, Snipes and Albacores," he says. "I'm not into big boats any more because I can't find a crew who'll sail with me." He laughs hollowly. "They say I'm a Captain Bligh. What the heck — the smaller the boat the better the sailor."

The other Paul Henderson gained the ire of Montreal Mayor Jean Drapeau a dozen years ago before the Games at Baghdad on the St. Lawrence. When Kingston was designated as the site for Olympic sailing events, Paul and Dr. Roger Green, who had formed CORK, the acronym for the Olympic regatta committee, advised Drapeau on requirements to transform the base into a proper Olympic facility.

"We didn't see eye to eye," Paul recalls. "I wouldn't go along with Drapeau's budgetary situation."

He has a pair of stunning notions for the Games in Toronto — he doesn't think government money should be involved in installations and he's against any Games construction that doesn't have a post-Games use.

"It's stupid to put something up that's useless after two and a half weeks," he growls, "and the government should only do what the government does — like security, transportation, stuff they do anyway. Otherwise, it's up to the private sector."

H. Ballard, Toronto's famous shy philanthropist, couldn't have said it better.

GLOBE AND MAIL
June 9, 1986

Games for Toronto

Gripped by the conflicting emotions of civic pride and incipient financial insecurity, the citizens of Toronto watch as Mayor Arthur Eggleton makes the first tentative move toward capturing the Olympic Games of 1996, or possibly 2000. It would, naturally, be a great thrill to be the centre of world interest for a couple of weeks, and there is always the possibility that, like Los Angeles in 1984, Toronto could turn a profit on the deal.

On the other hand, there is also the possibility that the Montreal Olympics of 1976 (the only other occasion on which the Games were held in Canada) might turn out to be the awful financial model for Toronto's Olympic adventure.

It is generally conceded that Athens will be the sentimental favorite for the Games on the 100th anniversary of the modern Olympics, but if Toronto is to get a foot in the door for the 2000 Games, it ought to make an appearance among the contenders for 1996. Listed among other advantages claimed for Toronto is its location in the Eastern time zone, enabling the big events to be shown on U.S. prime-time television.

Toronto, moreover, is considered an unlikely target for the kind of boycott that plagued the Games in Moscow and Los Angeles.

Which brings us to facilities. The notion lingers that the imminent arrival of a domed stadium in Toronto is fortuitous in the pitch for the Olympics — almost to the point of being a good omen. This is, however, somewhat less plausible than most episodes in Greek mythology, since the stadium has been designed with baseball and football in mind. The essential Olympic 400-metre track has been brusquely ruled out.

While the new stadium, complete with retractable roof, could comply with the open-air requirements of Olympic rules, it would fall short on the matter of natural turf. And there being no plan — indeed, no room — to install an Olympic track, we appear to be driven back inevitably on our old flame, Exhibition Stadium, for track and field events, the centrepiece of any Olympics. It would be, by one airy account, "temporarily enlarged with huge seating sections."

There is nothing Toronto cannot do when it puts its mind to it, but the Olympic Games in Exhibition Stadium? Good grief.

Engineer builds on Olympic dream

Henderson has simple plan to bring Summer Games to Toronto in 1996

BY JAMES CHRISTIE
The Globe and Mail

The dream that dances beneath the immaculate pate of Paul Henderson is magnificent. In it, Toronto will be the world's host for the 1996 Summer Olympic Games.

It's all so simple in the plumber's pipe dream. The International Olympic Committee, which will award those Games in 1990, will have no real choice but Toronto. Henderson is an engineer and Toronto businessman, a member of the Canadian Olympic Association and vice-president of the International Yacht Racing Union. He also is the zealot who invented something called the Toronto-Ontario Olympic Council and insists the world come to his city and play.

Though Toronto is a year away from getting the approval of the COA to present itself as a candidate and four years away from getting the approval of the International Olympic Committee, Henderson has drawn up maps and schedules and venues. His mind has raced forward through the closing ceremonies to the black ink of the imaginary balance sheets. He has read the Gospel According to Peter Ueberroth and sees no impediments.

Toronto and its surrounding communities in Southern Ontario represent the epitome of what the IOC looks for in a Games site. It's clean, politically stable and safe, technologically advanced, culturally and ethnically diverse and, by 1996, will possess almost all the necessary venues for the Games without the expensive construction of massive white elephants.

And it's close to the money — U.S. television money, corporate money for sponsorships and endorsements — private money that would make the Toronto Olympics a profitable facsimile of the 1984 Los Angeles Games.

That is no small consideration for Henderson, a devoted disciple of Ueberroth, who created a $250-million surplus while running the commercially spectacular 1984 Games. The Los Angeles experience essentially saved the modern Olympics and made them desirable again.

The 1976 Olympics in Montreal had lost more than $1-billion because of skyrocketing construction costs. Two years later, when it was time to award the 1984 Games, the Los Angeles group was the only one courageous enough to make a bid. Since Los Angeles voters refused to underwrite the Games with public money, the IOC was forced to accept the fact that the "amateur" Games needed to be commercialized if they were to survive at all. It was an important precedent. Suddenly, there are six cities bidding for the 1992 Olympics.

Henderson studied Ueberroth's strategies carefully and has been planning his Olympic bid for more than a year, taking aim on the centennial year of the Games. Make no mistake — he is not flying a test balloon in the hope of winning the Games for Toronto in the next millenium. He has his heart set on 1996.

The way Henderson looks at it, there could be no other viable candidate for the 1996 Games, marking the 100th anniversary of the modern Olympics — not even Athens, where the Games had their renaissance.

"Once you get past the emotional feeling for taking the Games back to Greece, it's no contest," says Henderson, who sailed for Canada in the Olympic Games of 1964, 1968 and 1972.

"The security problems, financial problems and political problems would be much worse there than they would be here. Greece may be the city where the Olympics began, but Toronto, with its ethnic mix, is the city that lives the Olympic ideal. It's been said that everyone in the world must have a relative in Toronto. We're the most elite of the world's elite cities."

That much is hype, born of Henderson's enthusiasm for the project and of Mayor Arthur Eggleton's submission of a letter to the Canadian Olympic Association expressing Toronto's interest in the 1996 Games. The COA will decide next fall whether to put forth the name of a Canadian city as a candidate for 1996. Montreal and Vancouver could conceivably challenge Toronto as Canada's candidate, but neither has indicated interest yet.

Henderson's more persuasive argument for the selection of Toronto in 1996 concerns finances.

TORONTO? WHY NOT?

"The Summer Olympics mean big money for the IOC and nowhere do they stand a better chance of making a profit than in North America," he said. "They have to keep coming back to this market.

"The 1988 Olympics are in Seoul, South Korea. The 1992 Olympics will be in Europe, with Barcelona as the front-running city to get them. Jumping ahead to the year 2000, there's a strong sentiment among IOC members to have those Games in Peking.

"That leaves 1996 as the only window to have the Summer Games in North America. If sentiment takes the Games to Athens in 1996, the earliest we could expect to see the Summer Games back (on this continent) would be 2004. They will have been 20 years out of the North American market. The dollar situation says you can't stay out of the major market that long. It doesn't make sense to do that, right after they've had a profit in Los Angeles."

There are several ways in which a privately financed Toronto Olympics could make money. The largest chunk could come from the sale of television rights, which Henderson predicts will increase to $700-million by 1996.

Montreal's broadcast rights went for $25-million, Moscow's for $87-million, Los Angeles' for $225-million and Seoul's for more than $300-million. Toronto's TV rights could be exceptionally valuable to U.S. broadcasters because the glamor events could be run during prime viewing time. Commercial air time could command an astronomical sum.

Besides that, the IOC has developed a new marketing strategy to draw money from official sponsors and suppliers. It will now cost multinational corporations two to three times more than it did in Los Angeles to affiliate themselves with the Olympic Games. The IOC's marketing arm has identified 44 product categories and it will cost a company between $5-million and $15-million to buy in.

However, the increased sponsorship fee allows the company to promote itself in almost every country participating in the Games. Previously, the promotions were restricted to the country that was host of the Games.

Ticket sales should also be good in a region as densely populated as the Golden Horseshoe and quickly accessible from major population centres across Canada and the United States.

But just as important as the sales of individual tickets could be the renting of private boxes at major events — something that wasn't done in Los Angeles.

Henderson envisages the CNE Stadium converted into a track and field facility. The baseball stands on the south side would be replaced by a flat-faced office building. The office space, overlooking the field, would serve as 30-seat corporate boxes and entertainment suites during the Olympics, to be rented at about $250,000 each. Additional seating of 20,000 could be provided with temporary stands. After the Games, the offices could become the new home of the Ontario Sports Administrative Centre, or a school for sport and sport sciences.

The CNE renovations — to be accomplished after the baseball Blue Jays and football Argonauts move to the proposed dome stadium — would cost about $20-million and could be covered by fees for on-site parking, Henderson says. The dome could be used for opening and closing ceremonies, and baseball finals, and could have a temporary floor installed for basketball finals. It would not be used for track and field, other than for the finish of the Olympic marathons.

Among other constructions necessary for the Games would be a velodrome and an Olympic pool with sufficient seating capacity.

Henderson's plan calls for the Games to be spread about Southern Ontario. Elimination soccer matches could go to Hamilton, London and Kitchener. The sailing events could return to Kingston, where they were held in 1976. Shooting could move to Camp Borden, near Barrie. Volleyball could be staged in Hamilton's new Copps Coliseum. Canoeing and rowing events could be held on the Henley courses at St. Catharines. Equestrian events could be held at Woodbine racetrack and Joker's Hill, north of the city.

"In each case, the distances travelled by the athletes to the events is still less than it was at Los Angeles," Henderson says. "The athletes would be housed at York University and the officials at the University of Toronto. The Metro Convention Centre would be the media centre and the 10,000 media (reporters) would be placed in new housing to be built on the railway lands.

"I'd want as little input as possible from the various levels of government. It should be a Games of private enterprise and not be done with tax money. But the things that government already intends to do, such as extending the subway to York University and developing the railway lands near the lake, should be done before 1996."

Henderson's sales pitch has drawn positive responses from the 35 companies he has approached as potential backers. So far, he is not searching for backers for the Games, but backers to pay for publicizing the Toronto bid through 1990, when the IOC will make its decision. But dollars would make those responses that much more positive.

"I'll accept the first 25 cheques for $15,000," Henderson says.

TORONTO STAR
June 16, 1986

Cost of luring Olympics to Metro -- $3.5 million

By Walter Stefaniuk Toronto Star

Let the imagination soar. Dream a little.

The year is 1996. The eyes of the world, billions of pairs, are on Toronto, Metro and southern Ontario for 2½ sunny weeks for the Summer Olympics.

Most are watching on television, but thousands — you and I among them — are in the 60,000-seat retractable domed stadium downtown for the arrival of the Olympic torch, at the 20,000 seat Olympic pool in Downsview and the gigantic (though temporary) 100,000-seat 400-metre track and field stadium towering on the foundations of the Exhibition Place ballyard.

Millions more have taken part in the six-month Olympic Cultural Festival of music, ballet, theatre and art from the corners of the globe.

A heck of a party is going on. Streets have been closed off while Metro's ethnic communities entertain athletes and visitors from the old country.

And the whole thing leaves a lovely profit, $200 million or so, for sports and cultural groups, and a legacy of first-class sports facilities — but no white elephants.

☆☆☆

That's the dream.

It's already materializing. A group of sports-oriented Metro businessmen, plugged into Toronto Mayor Art Eggleton's office, has been working secretly for a year on the Olympics project.

The lobbying process at the world level will go on for three years before the International Olympic Committee (IOC) votes on the site. The cost of wining, dining, lobbying and selling the IOC members on Toronto is estimated at $3.5 million, former Olympics sailor Paul Henderson, 50, who heads the "founders' committee" of businessmen, said.

For this stage, organizers hope to persuade 20 corporations to put in $50,000 each a year for four years to pay for it.

Maps, architects' sketches and even a tentative schedule for Games sites have been prepared to determine facilities that exist or will be needed. Corporations have been approached for seed money — $15,000 each from 15 corporations to see a bid through the Canadian Olympic Association (COA) at a cost of about $295,000. About $45,000 worth of preliminary work has been donated by lawyers, accountants and architects. Institutions, such as York University, have been asked to participate.

The response has been "overwhelming," said Henderson. That prompted Eggleton to write to association president Dr. Roger Jackson last

See BOOSTERS/page A11

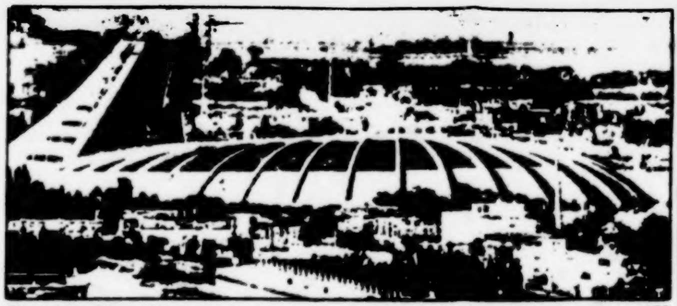
Continued on next page in
article entitled: "Boosters
confident 1996 is our year"

TORONTO STAR
June 16, 1986

Boosters confident 1996 is our year

Toronto will be sold as multicultural metropolis for the Games

Continued from page A1



Olympic problems: Montreal's Olympic stadium is centrepiece of the work the city put into 1976 event. That city is still reeling from the $3.5 billion deficit left by the Olympics. Montreal actually made a $100 million operating profit, but construction costs led to financial disaster.

month for the procedures involved in a formal bid.

"No decisions have been made, everything is exploratory," the mayor said. Nevertheless, the letter was the first official step of many ahead on the long road to 1996, an informal declaration of intent.

Meanwhile, a mayors' committee of Metro municipalities has been set up, headed by Eggleton and Metro Chairman Dennis Flynn. Senior Metro and Toronto officials are meeting to do an inventory of facilities — housing, transportation to Games sites — in place or planned, those needing upgrading and those that would have to be built if Toronto were awarded the 1996 Games. The emphasis is on existing facilities.

Alf Savage, chief general manager of the Toronto Transit Commission, who headed Edmonton's transit system during its Commonwealth Games, said, "We'd have no problems." It's a matter of co-ordinating 2½ weeks of special services and borrowing buses, he said.

Metro police say the basic structure of the security blanket would be similar to that for a royal or papal visit. "A special task force of police would have to be set up with Metro police as liaison ... We could handle it," said Staff Superintendent Don Banks.

Organizers admire Los Angeles Games as model for financing by private enterprise

The city hall spadework will be passed over to a consultant by the end of June for a feasibility study financed by the private sector. It also will look into the organization and structure for a joint public sector and municipal undertaking, along with an economic analysis.

"The concept of Toronto hosting the Olympics is music to our ears," said Bill Duron, president of the Metro Toronto Convention and Visitors Association.

Jobs, the tourism and business benefits of world-wide promotion of Toronto, and involvement of Metro ethnic communities prompted Eggleton to give his blessings to the Olympics idea after Henderson broached it at an acid rain fund-raising benefit last June.

The first crunch comes in September when Toronto City Council, on the basis of the feasibility study, decides whether to go ahead with the bid, and start the year-long application process through the Canadian association that precedes the final bid to the IOC.

"If we get through all the exploratory stages and there is a political decision to proceed, then as far as I'm concerned, we go full-tilt toward winning the Games, no half-hearted measures," Eggleton said.

The 90 members of the IOC will make their decision in 1990, giving the host city and nation six years to prepare and build.

"If, between now and 1990, the time we make our bid, the people of the city decide we should not support it, what have we lost?" Henderson said.

The formal process at the national level begins with the COA, which is responsible for all aspects of Canadian participation in the Olympics movement, inviting bids for the Summer and Winter Games of 1996 until Sept. 1.

By April, 1987, the cities must submit preliminary bids — basically, how they intend to do it. The bids are returned the next month by COA's site review committee for revisions to standardize them so each city covers the same topics. In October, 1987, the bids go before the COA as written documents, videos or audio-visual displays for final scrutiny.

The next month, its board of directors selects who, if anyone, the COA will support. Two cities from the same country can't bid for the same Games, but Toronto is not expected to have national competition for 1996. Only Vancouver and Montreal are considered capable of handling them and Montreal, for instance, is still reeling from the $3.5 billion deficit left by the 1976 Olympics.

If the committee decides to support the Toronto bid, a chief concern is financing, including provincial and federal backing. Even though Los Angeles proved it was possible to host the Games with private sector financing, "nevertheless federal support in security and 1,001 other things was necessary," said Frank Ratcliffe, a spokesman for the COA.

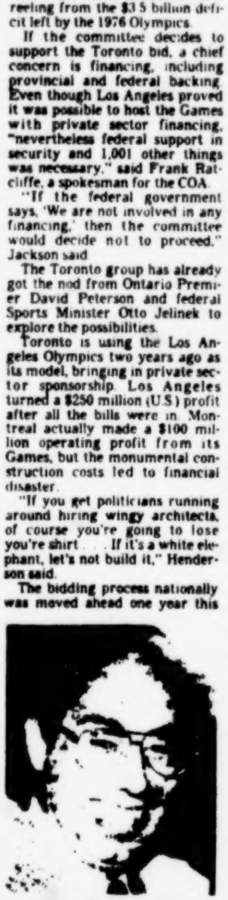
"If the federal government says, 'We are not involved in any financing,' then the committee would decide not to proceed," Jackson said.

The Toronto group has already got the nod from Ontario Premier David Peterson and federal Sports Minister Otto Jelinek to explore the possibilities.

Toronto is using the Los Angeles Olympics two years ago as its model, bringing in private sector sponsorship. Los Angeles turned a $250 million (U.S.) profit after all the bills were in. Montreal actually made a $100 million operating profit from its Games, but the monumental construction costs led to financial disaster.

"If you get politicians running around hiring wingy architects, of course you're going to lose you're shirt ... If it's a white elephant, let's not build it," Henderson said.

The bidding process nationally was moved ahead one year this time around to enable the winner to begin wooing the 90 members of the International Olympic Committee who'll all be in Canada for the 1988 Calgary Winter Games.



Dr. Roger Jackson: Head of Olympic association says Ottawa must take initiative

Henderson's group estimates the Games will cost $1 billion, $600 million to put them on and $400 million for the CAO, ICO and the international sports federations in the Olympic movement.

But Henderson believes $7 billion will pour into southern Ontario from spectators in hotels, restaurants and at the stadiums — at $100 a ticket — as well as from television, parking and corporate boxes.

Metro police, TTC architects, universities among those already working on the dream

As in Los Angeles, the emphasis is on private sector financing and using existing facilities or putting in temporary facilities where full use is unlikely over the long-term.

But facilities like new housing in the redeveloped railway lands are proposed to dovetail with the Olympics, then be turned over for public use afterwards.

For example, more student housing has been proposed at York University and the physical education centre, designed for 5,000, now serves 44,000 full- and part-time students. Initial proposals call for the Olympic Village to be located in existing and newly built housing there.

"It would be quite helpful. We're desperately short of square footage," said Dr. Bryce Taylor, director of sports administration at York, liaising with Henderson's group for the university.

Internationally, the competition for 1996, particularly from Greece which is launching an emotional campaign for the Games' birthplace, Athens, based on the 100th anniversary of the modern Game, is formidable.

Some of the losing bidders for 1992 will also be back in the race for 1996, said Dick Pound of Montreal, a member of the IOC's executive board. Those lobbying for the 1992 Summer Games are Barcelona, Paris, Amsterdam, Belgrade, Birmingham, England, and Brisbane, Australia, with the betting heavily on Barcelona or Paris.

"I've heard people from Brisbane say that if they lose, they'll announce the bid for 1996 the next day," Pound said.

But in the Canadian view, several factors weigh in Toronto's favor, even over Athens for 1996 (Henderson rejects the notion that Toronto is really aiming for the Games at the turn of the century).

Among them are the volatile politics and the constant threat of terrorism in the Mediterranean region. Also, it will have been 12 years since the Summer Games were last in North America, the most lucrative market in spectator and television audiences in the world.

But terrorism is the chief threat to any Games. The tragedy of Munich in 1972 has haunted every Games since.

Toronto would be sold to IOC members as the law-abiding, peaceful metropolis of stable Canada, with a multicultural community who live the Olympic ideals.

Jimmy Worrall of Toronto, Canada's other representative on the IOC, said he is fully committed to Toronto's bid to host the 1996 Games. "I don't see any disadvantages."

* * *

Back to the dream. Fast forward the imagination to July, 1996, based on sketches and ideas produced during the winter of 1985-86.

☐ Equestrian events are earmarked for Woodbine, the three-day event on a temporary course in York Region.

☐ Synchronized swimming is at the Etobicoke Olympium, fencing at the new Scarborough convention centre, boxing at the refurbished Coliseum at Exhibition Place, gymnastics at Maple Leaf Gardens, field hockey at Lamport Stadium and other Metro fields, tennis at the national centre at York University, water polo and handball at the University of Toronto, wrestling at Varsity Arena.

☐ Events are also taking place outside of Metro, no further than a few hours drive and not a continent away (such as soccer at Stanford and Harvard at the 1984 Los Angeles Games).

☐ Soccer is played at Varsity Stadium and pitches in Hamilton, London and Kitchener, shooting is on at the Camp Borden range, cycling in Oakville, and, maybe, a new velodrome too, built by corporate funds. If not, the velodrome maybe goes in the outfield at the dome, which is designed for simultaneous multi-uses.

☐ Volleyball is at the Copps Arena in Hamilton.

☐ Yachting is at Kingston and rowing and canoeing at St. Catharines' Henley course.

☐ In Brantford, native Indian teams bring lacrosse as a demonstration sport with a national theme for the Olympics. Baseball is another demonstration sport (the one that tipped the Latin American Olympic vote toward Toronto as the 1996 site) and it's played at the dome, Oshawa, Hamilton and London.

TORONTO STAR
June 19, 1986

Dome stadium may include Olympic track

By David Miller Toronto Star

The Ontario Stadium Corp. has been quietly working on a plan to hold Olympic track and field events in the new domed stadium.

The Star has learned that the corporation's technical committee has found a way to install a 400-metre running track inside the stadium by elevating it over field-level seats, and increase the capacity to 70,000 by adding temporary seats on a railway track on the roof.

Plans for the $234.7 million stadium, now undergoing examination by the Ontario Municipal Board, have been criticized because the field is too small to install an Olympic track. But the novel plan will meet the strict Olympic criteria for track events, which must be held outdoors.

The plan coincides neatly with Toronto's bid for the 1996 Olympics. Mayor Art Eggleton has approval from the Canadian Olympic Association to apply for the games and the city is working on a feasibility study with a private-sector group headed by former Olympic yachtsman Paul Henderson.

Once that study is finished, the City will decide if it should mount a bid, a process that could cost between $7 million and $10 million.

Originally, the dome was to be used only for opening and closing ceremonies, with track events being held at Exhibition Stadium.

If the OMB approves, construction on the new dome at the foot of the CN Tower could start next month with completion in the spring of 1989.

TORONTO STAR
July 8, 1986

Toronto to decide soon whether to seek Olympics

By **Walter Stefaniuk** Toronto Star

Toronto City Council will decide next month whether to make a formal bid for the 1996 Summer Olympics.

"We're all optimistic that we can go ahead," said Bill Wilkerson, chairman of a committee of senior city and Metro officials looking into the proposal.

The decision will be based on the findings of a feasibility study now under way.

The $50,000 study, by management consultants CMP/Barnard, is being paid for with private money raised by a group of sports-oriented Metro businessmen.

The report is expected to be completed early next month.

It will give a preliminary picture of the social and economic impact of holding the Games here, examining the resources and Olympic-standard facilities available or needed by 1996 and how they could be financed through the private sector.

Proposals for the Games are based on corporate sponsorship, similar to the financially successful 1984 Los Angeles Summer Olympics, with nothing to be built unless it provides a long-term, continuing benefit to the community.

"Based on that report, we'll take a resolution to city council, and it will say we either should proceed with the bid or proceed on to something else," said Wilkerson, Mayor Art Eggleton's executive assistant.

'Regional enterprise'

But the consensus of the city hall committee, after it conducted its own assessment last month, is that "Toronto will have a strong appeal to the world community because of the powerful transport facilities in place, its safety, cleanliness, diversity and the multiculturalism of the community," Wilkerson said.

"Secondly, there is a multitude of existing, Olympic-standard facilities across the Golden Horseshoe, and we are looking at it in that context — as a regional enterprise."

The committee is made up of executives of the Toronto Transit Commission, Metro parks department, city public works, parks and recreation, the new Economic Development Corp., Metro police, Toronto Fire Department, the Ontario Stadium Corp. and the Toronto medical officer of health.

Confident that council will vote to go ahead, backers are already planning a giant rally at Nathan Phillips Square at the end of next month.

The city's formal notice of intent would be presented to the Canadian Olympic Association at that time.

Private supporters

"The plan is to have a formal ceremony on the 29th or 30th (and) to have the president of the Canadian Olympic Association come to Toronto to receive the bid," said businessman and former Olympic sailor Paul Henderson, head of the private-sector group.

The group is seeking $15,000 from 25 corporations to finance the bid through the Olympic association.

Henderson said 17 corporations have already presented their cheques and another 20 have indicated interest, with support growing for the proposal across Metro and at other possible sites across southern Ontario.

The association's deadline for presentation of formal bids for the 1996 Summer or Winter Games is next April, with final scrutiny and a decision by the following October.

That would allow the Canadian city winning endorsement to begin lobbying members of the International Olympic Committee during the 1988 Calgary Winter Games.

The International Olympic Committee will choose the 1996 host city in 1990, giving the city six years to prepare.

TORONTO SUN
July 17, 1986

ART EGGLETON
Montreal meeting

Mayor hot for Summer Games

By MICHAEL BENNETT
Staff Writer

A bid by Toronto to host the 1996 Summer Olympics came a step closer to being a reality yesterday.

There's no formal bid yet, but Mayor Art Eggleton came away enthused from a meeting in Montreal with the president of the International Olympic Committee.

Eggleton and members of the Canadian Olympic Association met with Juan Antonio Samaranch of Barcelona during the 10th anniversary celebration of the 1976 Montreal Olympics, which ran up a combined deficit of $3.5 billion.

Eggleton said Samaranch told him he'd welcome a bid from Toronto for the '96 games, expected to cost about $1 billion.

A feasibility report will be ready in time for the Aug. 11 city council meeting.

But some aldermen say Eggleton, who apparently didn't tell them about his trip to Montreal, is trying to steal the spotlight.

"There's no excuse for not informing us. I feel like a total idiot," said Ald. Chris Korwin-Kuczynski.

GLOBE AND MAIL
July 18, 1986

Metro politicians hear Olympics sales pitch

BY ALDEN BAKER
The Globe and Mail

Metro civic leaders received a sales pitch yesterday to bring the 1996 Summer Olympic Games to Toronto in what was described as the "greatest tourist deal ever" for the municipality.

Paul Henderson, chairman of the Toronto Ontario Olympics Council, unveiled a $105,500 report dealing with a possible $1-billion in revenue from the Games and more than $200-million in construction, including a 20,000-seat swimming and diving centre and a velodrome, will probably be submitted Aug. 20 to a special City Council meeting.

Mr. Henderson said he wanted the civic representatives to know exactly what the Olympics council was getting into in preparing a Sept. 1 application to the Canadian Olympic Association to have Toronto represent the country in a bid to hold the Games.

The cost of the study, which will consider the economic impact of the Olympic Games in Toronto and its suburbs, is part of an initial budget of $295,000 required to finance the COA application, which is only the first step in the procedure involved in acquiring the Games.

The Toronto Ontario Olympics Council is hoping that the initial expenditure will be financed by up to 25 corporate donors, who in return would be identified in all publicity and given a preview of all projects related to the Games.

Mr. Henderson said he was giving the politicians the same "pitch" that would be going to prospective corporate donors. What was being presented was "the greatest tourist deal ever for Toronto," he said.

Metro Chairman Dennis Flynn said after the meeting that no money has to be put up for the development of sites for individual sporting events until the city has been declared the host of the Games.

East York Mayor David Johnson said the meeting was intended to get the co-operation of the elected representatives in making the bid.

Etobicoke Mayor Bruce Sinclair said everyone liked what was said during the meeting.

TORONTO STAR
July 21, 1986

2 aldermen to visit Los Angeles to study impact of '84 Olympics

Two Toronto aldermen will visit Los Angeles shortly to study the economic and social impact of the 1984 Summer Olympics.

Toronto City Council has agreed to set aside $3,200 for the trip. The outlay will be the first public money spent on the city's investigation into hosting the 1996 Olympics.

Aldermen Barbara Hall and Ben Grys are expected to report their findings to council next month, when it will decide whether the city should make a formal bid for the games.

During their three days in Los Angeles, Hall will look into social issues related to staging the games and Grys will tackle economic questions. The two will consult with municipal officials and members of the community.

A citizen group known as the Toronto, Ontario Olympic Committee, headed by former Olympic sailor Paul Henderson, is footing the cost of an over-all feasibility study of the games scheme, which will be presented to council at the same time.

It is important for council to make its own probe of the event's ramifications, Mayor Art Eggleton told councillors in urging the Los Angeles visit.

While there was some opposition to spending taxpayers' money on the trip, council agreed that an impartial study is needed.

"To ask the citizens' group to pay for this would be ludicrous," Councillor Richard Gilbert said. "Obviously, this council has to pay for it if we are to remain impartial."

ART'S ALL GIDDY

Egg's whipping up Olympic bid

MICHAEL BENNETT

at City Hall

Forget about those feasible studies, sports fans, Toronto *will* make a bid for the 1996 Summer Olympics.

There won't be any formal announcement until after Sept. 1, but it's going to happen. Trust me.

Too many people want the Games too badly for anything to change their minds now.

Art Eggleton becomes almost giddy at the prospect of Toronto playing host to the world 10 years from now, even if he doesn't plan to be mayor for life.

True, he isn't someone who perspires with exuberance, even though Ald. Dale Martin calls him "a wild and crazy guy" for flying off to Montreal to meet the president of the International Olympic Committee without telling his colleagues on council.

But when Eggleton says things like "my heart says yes and my head says let's see what the study says" and "there's a very strong possibility" Toronto will make it official in September, it's almost a dead giveaway.

ART EGGLETON
Not sweating it

The pep talk for Metro mayors the other day by members of the 1996 organizing committee, led by one-time Olympic sailor Paul Henderson, ensures there will be no sniping from the suburbs.

First, there are a few formalities — and Eggleton's not taking any chances there, either.

Ald. Barbara Hall and Councillor Ben Grys are going to Los Angeles to look "under the surface" of the '84 Olympics, the one that cost $600 million U.S. and made a profit of $250 million.

For Eggleton, it's a $3,200 investment in city council's endorsement of the Toronto bid at a special meeting in late August.

Hall is a soft-spoken New Democrat, who hasn't been around long enough to offend anybody. She doesn't make the right or the uncommitted on council uncomfortable.

Grys is a wily old pol, who, if nothing else, knows where the votes are.

With the help of Mayor Tom Bradley's staff, they'll look for dirt on the down-and-outers who were sacrificed to the amateur ideal and how much money and how many tourists stayed behind after Olympic commissioner Peter Ueberroth took over major league baseball.

They get three days to find them.

Sure, it would be a lot cheaper to buy each council member a hardbound edition of Ueberroth's biography and marketing manual, plus a photocopy of every story the L.A. *Times* carried on the '84 Games.

But politics don't work that way in the big city.

With the Hall-Grys report, Eggleton gets another prospectus to go with the $105,000 consultant's report that sorts out the real money from the concepts Etobicoke Mayor Bruce Sinclair talks about like some Hollywood extra.

That's the big one everybody but Scarboro Mayor Gus Harris is waiting to read next month. As far as he's concerned, the '96 Summer Olympics in Toronto "can't lose," even if he doesn't know how much they will cost.

Harris isn't alone.

None of the Metro mayors who sat through the organizing committee's sales pitch bothered to ask for a preliminary balance sheet.

They love the Los Angeles model because it isn't Montreal.

Whether they'll follow L.A. right down the line and stick in a resolution to make sure the taxpayers sleep better at night is another question.

It reads: No public money will be spent on the '96 Summer Olympics.

Don't make book on it.

GLOBE AND MAIL
August 8, 1986

Could gain $1.1 billion

Toronto likely to bid for 1996 Olympics

BY MARY GOODERHAM
The Globe and Mail

Toronto City Council appears ready to make a bid for the 1996 Olympic Games after fact-finding trips by two politicians and the release of the first draft of a feasibility study on the Games.

Councillor Benjamin Grys said yesterday that the city could gain more than $1.1-billion, based on the success of the 1984 Olympic Games in Los Angeles.

Alderman Barbara Hall, a New Democratic Party member of council who studied the social impact of the 1984 Games, said she was surprised to find the event was a "positive experience" for Los Angeles with little displacement of the poor.

"If Toronto City Council does not endorse this unanimously, I would be very, very surprised," Mr. Grys said. "Those who don't endorse it will be acting irresponsibly to their constituents. . . ."

A draft of a feasibility study commissioned by the Toronto-Ontario Olympic Committee and presented to a committee of Metro officials says the Games would not use any public financing.

William Wilkerson, chairman of the Metro committee, said representatives from the transportation, fire, public works, health and planning departments have reacted favorably to the initial report.

"I think that our over-all feeling right now is that there is a good case for a credible and successful bid," Mr. Wilkerson said. "The fundamental plank in this thing is that the Olympic bid would be a private-sector initiative."

City Council will receive the final report and vote on the issue at a special meeting to be held by the end of the month.

The city must send a letter to the Canadian Olympic Association by Sept. 1 indicating its interest in holding the Games.

The COA then must decide whether to submit a Canadian bid to the International Olympic Committee. The IOC will decide on the 1996 host at a meeting in Tokyo in 1990.

Mr. Grys said the officials and individual citizens in Los Angeles were "extremely favorable" about holding the Games and did not express "any negative impressions — no negative comments or feelings."

The Games themselves generated a surplus of $250-million for corporate sponsors. Mr. Grys said the event added $1.12-billion to the Los Angeles economy, generating jobs and more than $28-million in tax revenues for the city.

"Toronto should make at least as much money and it has an excellent chance of making more," Mr. Grys said. "If we don't do this, we're making the gravest mistake."

August 8, 1986

Metro can win -- make profit -- on Olympics, study says

By Walter Stefaniuk Toronto Star

Metro Toronto has the clout and the class to win the 1996 Summer Olympic Games — and do it at a profit, a consultants' report will tell city council.

And 29 corporations have already put up a total of $435,000 to back Toronto's bid, The Star has learned.

The money will be used to finance the presentation to the Canadian Olympic Association, the first hurdle in the long road to 1996, and to pay for the $50,000 feasibility study.

"It's a hard-nosed report. But very stirring and very strong for Metro to go ahead," a source close to top city officials said yesterday.

☐ **Olympics would bring in $3.3 billion, councillors say. Page A6**

The report's bottom line is, "We have the financial and political clout to go for it," he said.

"Metro is financially, socially, culturally and structurally able to make a firm pitch."

The study in draft form was turned over to the committee of city officials this week for comment. The final revised report is scheduled to be handed to council members next week.

Toronto council is expected to hold a special session before the end of the month to authorize a formal bid to the Canadian Olympic Association (COA) based on the report's findings.

Though Toronto would be the official bidder, the Olympics would be Metro-wide and include sites across southern Ontario.

The study by consultants CMP/Barnard examined finances, Games venues, social impact, and attractions of Toronto as a host city — including its multiculturalism.

Other chapters include an overview and strategy toward winning the bid among nations competing, notably Greece on the 100th anniversary of the modern Games.

The report finds that the Metro region has the transportation and communications network, hotels and cultural facilities that will be needed for the two-week world sports extravaganza and the six-month art and cultural festival that frames it.

The report lists 29 possible Gam venues in Metro and across southe Ontario either in place or already planned, another source said.

These include opening and closing ceremonies at the planned domed stadium, track and field events at Exhibition Stadium, which would be enlarged to 80,000 seats temporarily or permanently, world broadcasting facilities at the proposed CBC headquarters on Front St. and rowing and yachting at St. Catharines and Kingston courses.

Among proposals before the consultants were for 10,000 athletes to be housed at York University, 5,000 Games officials at the University of Toronto, 10,000 reporters and broadcasters in housing to be built on downtown railway lands and an international press centre at the Metro Convention Centre across from the broadcast centre.

Major sites lacking are a 20,000-seat Olympic pool and a velodrome for cycling. Backers of the Olympic bid have stressed that — like the profitable 1984 Los Angeles Games — no new structures would be built unless they had obvious long-term advantages to the region.

The 200-plus-page report underlines the interest by the private sector in bringing the Games to the region.

The 29 corporations had contributed $15,000 each to back the bid for 1996 as of yesterday — when the call for sponsorship ended.

"That pays for the feasibility study, gets us through the COA, names us the Canadian city, and gives us enough money to get into planning for the world scene," said former Olympic sailor Paul Henderson, head of a group of sports-oriented Metro businessmen organizing the bid.

"We have more than $400,000 in the bank with no government money at all at this stage," Henderson said.

The aim of the organizers — the Toronto Ontario Olympic Committee (TOOC) — is to finance the Games through the private sector, similar to the Los Angeles Games, although the city would be the official host.

Other groups working on the Olympic project besides TOOC and the city hall experts include a committee of Metro mayors, co-chaired by Toronto Mayor Art Eggleton and Metro Chairman Dennis Flynn, and a sponsors' committee.

The sponsoring firms include banks, breweries, auto makers and stock brokerage houses, Henderson said. Organizers had hoped to enlist 25 firms, but ended that campaign yesterday when the number of $15,000 cheques climbed to 29. They will be named when the consultants' study is released to the public later this month.

The funds came out of marketing and advertising budgets, Henderson said. "I made it very clear I didn't want them to take it out of their Hospital for Sick Children, multiple sclerosis or Salvation Army budgets."

Other firms have provided initial legal work, accounting, preliminary drawings and promotional material without charge, Henderson said, making a total of about $500,000 donated to the Olympic effort in cash or in kind.

Notice of bids must reach the Canadian Olympic Association by Sept. 1, with presentations due in April, 1987. The COA will choose which city, if any, it will support the following November, enabling the winning applicant to begin a lobbying campaign at the world level.

Toronto Star
August 8, 1986

Councillors back bid for Olympics

By Jim Byers Toronto Star

Toronto City Council is virtually certain to okay a bid for the 1996 Olympics, say two councillors who recently visited Los Angeles to examine the impact of the 1984 Summer Games there.

Councillors Ben Grys and Barbara Hall are giving Toronto's bid an enthusiastic thumbs-up sign after looking at the economic and social impact of the Games on southern California.

"If anyone on council doesn't support it they'll be totally irresponsible," Grys said in an interview yesterday. "They're talking about bringing in $2 billion over 25 years with (development of the) railway lands. This is $3.3 billion in a month."

The 1984 Summer Games in Los Angeles pumped $3.3 billion into the southern California economy, Grys said in a preliminary report on his three-day visit to Los Angeles.

Exciting possibilities

The Games also produced some 37,500 jobs and brought Los Angeles international recognition and civic and regional pride, he said.

"There was nothing I learned that says don't pursue this thing," said Hall, who spent several days in Los Angeles. "I think it's an exciting possibility."

Hall said she hopes council will endorse the bid so that the Toronto Olympic Organizing Committee can notify Canadian Olympic officials of the city's interest and then begin its pitch for the Games to the International Olympic Committee. Council will hold a special meeting later this month to consider the bid, which must be made to the Canadian Olympic Association by Sept. 1.

Toronto can avoid a Montreal-style fiasco by taking a page from the Los Angeles experience and using existing facilities, said Grys.

He also suggested Toronto organizing officials could use key Los Angeles organizers as consultants to develop a bid, which is expected to face stiff competition from around the world.

If the Games are awarded to Toronto, politicians should bow out and let the private sector run the Games "on a bottom-line basis," he said.

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